

FINANCIAL TIMES

Pension squeeze
Japan's ageing population
Page 13

Cleaning up
New image for Lyonnaise
LYONNAISE DES EAUX Page 10

Pressing cause
International Youth
Survey, Separate Section

TOMORROW'S Weekend FT
China's seat at the cinema

World Business Newspaper

Seychelles law is branded a money launderers' charter

A new law enacted by the Seychelles government has been branded a money launderers' charter. The condemnation came yesterday from the Financial Action Task Force, which includes officials from 26 countries as well as the European Commission. At issue is the Indian Ocean Islands' Economic Development Act, which says investors bringing in at least \$10m can get immunity from prosecution for all criminal offences. Page 14

Toys "R" Us, the world's biggest toys chain, warned that fourth-quarter and full-year profits would be lower than the previous year's. The company will also take a \$27m after-tax, fourth-quarter charge for restructuring, including shutting or franchising 25 stores. Thousands of slow-selling lines will be trimmed from remaining stores as Toys "R" Us tackles the tough competition and poor profits hitting US retailers. Page 15

Sri Lanka bomb toll rises: Police said at least two people were killed in Wednesday's truck bomb blast at Colombo's central bank building. Forty of the dead were central bank staff. Sri Lankan leaders acknowledged that the attack could deter foreign investors. Page 7

Gold shines in London and New York:

Gold
Speculative investors poured fresh funds into gold futures in New York, while London trade pushed the metal through the \$10 barrier. The London gold market was fixed \$1.50 higher at the close to \$110.20 a troy ounce. Yesterday's price rise was spurred by Canada's Barrick Gold announcement that it was reducing its hedging position by 100 tonnes. Gold has risen steadily since the beginning of the year and traders believe it could go higher still. Page 21

Serbs 'not co-operating': Richard Goldstone, chief prosecutor of the UN war crimes tribunal for the former Yugoslavia, accused Serbia of failing to co-operate. Croatia, under growing pressure to hand over indicted war criminals, is changing a law banning extradition of its citizens in a possible sign of compliance. Sarajevo clears barrier. Page 3

Spain firm on Repsol: Spain's socialist government refused to offer more shares in state oil, gas and chemicals group Repsol despite heavy investor demand. Economy minister, Pedro Solbes, said Repsol was "important and strategic" and a 10 per cent government stake was "very modest". Page 15; Lex, Page 14

French rates cut: The Bank of France reduced the intervention rate - which sets the floor for money market rates - to 4.06 per cent from 4.2 per cent. Page 3; Bundesbank eases rate, Page 2; Lex, Page 14

China rejects piracy claim: Beijing rejected US accusations of intellectual property rights piracy and pointed to successes in a recent crackdown. Officials were reacting to Washington's warning that it could impose sanctions and block Beijing's bid to join the World Trade Organisation unless China delivered on promises to fight copyright infringements.

Vietnam purges 'cultural poison': Vietnamese police dismantled billboards and painted over advertisements for Sony, Kodak and other foreign goods as the government stepped up its campaign against "social evils and cultural sons". Page 14

Kenya transport chief suspended: Kenya's most senior transport civil servant, Sospeter Arasa, was suspended in a widening government investigation into alleged evasion of customs duties at the port of Mombasa.

Senegal privatisation move: Senegal's parliament gave the green light to privatisation of state telecommunications company Sonatel, with 67 per cent of the shares going to the public. The state will retain a 33 per cent stake in the company.

South Korea goes to Wales: South Korea's first investment in Wales will be announced on Monday. Engineering group Halla is putting about £170m (\$25.7m) into a new factory at Merthyr Tydfil in the south of the country. Page 9

UK stock market indices

US long-term rates

Other rates

North Sea oil (Argus)

Stock market indices

US dollar

UK sterling

North Sea oil (Argus)

Other rates

French franc

UK pound

German mark

Swiss franc

Italian lira

French franc

Compromise choice is third premier in under four years ■ Markets positive



Antonio Di Pietro, in the foreground, leaves President Scalfaro's office after being asked to head the Italian government Picture: Reuters

Former bank chief asked to head new Italian government

By Robert Graham in Rome

President Oscar Luigi Scalfaro yesterday asked Mr Antonio MacCannico, one of Italy's most formidable behind-the-scenes political negotiators, to head the country's 55th postwar government with a commitment to carry out major constitutional reforms.

The choice of the 71-year-old former chairman of Mediobanca, the Milan merchant bank, to be Italy's third premier in less than four years was a last-minute compromise to end a damaging three-week crisis since the resignation of Mr Lamberto Dini on January 12.

Mr MacCannico, who is not an elected politician, ran the prime minister's office in the Ciampi government in 1989-94.

He will now enter talks with political leaders and potential ministers over the next few days to see whether he can form a government capable of lasting some 18 months - the time needed to enact the constitutional reforms.

In consultations with Mr Scalafaro since Mr Dini resigned, the country's main parties pledged to support the introduction of a form of presidential government, as yet poorly defined but modelled on the French system while adapted to Italy's recent tradition of a strong parliamentary system.

His government is likely to be

a mixture of technocrats and politicians capable of commanding broad-based parliamentary support.

Despite the enormous difficulties facing Mr MacCannico, the financial markets reacted positively, with the lira gaining against all the main currencies closing at L1.057 against the D-Mark compared with L1.072 on Wednesday.

"Fundamental for this government is a serious, solid and long-lasting agreement between the

PM emerges Page 2

Editorial Comment Page 13

Lex Page 14

various political groups that takes as its point of departure the outline agreements that emerged during the [recent] consultations," Mr MacCannico said after accepting the president's invitation to explore the formation of a government.

"This agreement," he added, "must aim at creating a substantial degree of regional autonomy inspired by federalist principles, combined with a notable strengthening of the powers of the executive via popular election of the head of state, while respecting the traditions of parliamentary democracy."

The premier-designate also promised to give a high priority

to tackling Italy's public finances and fighting inflation.

Mr MacCannico's appointment has been endorsed by the Party of the Democratic Left (PDS), the dominant partner in the centre-left alliance, as well as by the entire rightwing coalition headed by former premier Silvio Berlusconi. He will be the first premier-elect since 1946 to seek to form a government with the backing of both the left and right.

The PDS fought hard to retain a second term for Mr Dini, whose future is now unclear. This was venued by Mr Gianfranco Fini, leader of the rightwing National Alliance, who demanded a clean break with the Dini administration which was backed only by the centre-left.

It was Mr Fini who insisted that a presidential system of government be at the heart of the debate on constitutional reform. Although he dropped his more extreme demands, he emerged clearly strengthened from this crisis, while retaining his alliance with Mr Berlusconi.

In contrast, Mr Massimo D'Alema, the PDS leader, faced sharp criticism within the centre-left alliance for doing a deal with the right.

The programme of the new government has to be put to a vote of confidence in parliament, but this is unlikely to happen for at least two weeks.

Separate figures showed little evidence of upward pressure on prices. The Labour Department said consumer prices rose 0.1 per cent in December and by 2.5 per cent on an annual basis. In the final quarter of last year, inflation averaged 2 per cent.

"Recession is now the dominant risk," said Mr David Resler, chief economist at Nomura Securities in New York. He said it was too early to be sure the economy was heading for a sustained contraction, but data were consistent with a cyclical peak late in the fourth quarter of last year.

However, the consensus view on Wall Street is that the US will avoid recession this year.

Growth is seen as having slowed temporarily to an annualised rate of about 1.5 per cent and is expected to rebound within a few months.

On Wednesday, the Federal Reserve signalled its concern about deteriorating growth prospects by cutting short-term

Decline in US index points to economic weakness

By Michael Prowse in Washington

A closely watched index of US manufacturing activity has dropped to levels that have previously signalled recession. Figures showed yesterday.

The Purchasing Managers' Index fell from an already weak 46 per cent in December to 41.2 per cent last month, the lowest level since April 1991, when the economy was deep in recession.

The index has been below 50 per cent - the threshold for expansion in manufacturing - for the past six months. Readings below 44.5 per cent typically indicate the whole economy is contracting, although last month's data may have been artificially depressed by unusually cold weather on the east coast.

The reaction on Wall Street was cautious, with share and bond prices down modestly by midday. The Clinton administration maintains that the economic outlook remains encouraging for 1996, an election year.

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Continued on Page 14
Further interest rate cuts prompt nervous reactions, Page 22; Currencies, Page 23; World Stocks, Page 32

Poland set to sell 49% stake in telecoms group

State move will open up largest market in central Europe

By Christopher Bobinak in Warsaw and Anthony Robinson in London

The Polish government is preparing to privatise up to 49 per cent of state-owned Telekomunikacja Polska (TPSA) in the next two years, according to Mr Andrzej Zieliński, the telecommunications minister.

The country also awarded two mobile telephone licences on the European GSM digital standard worth about \$2bn yesterday in a move which will open up further the largest telecoms market in central Europe.

Mr Zieliński said 51 per cent of TPSA would probably stay in state hands taking place in 1997 or 1998. The government had not yet decided whether to offer shares to strategic investors or sell them

through the Warsaw stock exchange. He said: "Decisions on the mode of privatisation will certainly be made."

A Dutch-Swiss consortium paid \$4.5bn for a 27 per cent stake in SPT, the Czech telecoms company, last June while Magyarcom, a US-German consortium paid \$852m in December for a further 37 per cent stake in Matav, the Hungarian telecoms group, after paying \$75m for an initial 30 per cent stake in 1993.

Both countries have only a quarter of the Polish population. Poland has over 38.5m people, although 40 per cent live in small towns and rural areas, making it less densely populated than the Czech Republic or Hungary.

TPSAs last year reported a net profit of 806m zlotys (\$315m) on net sales of 5bn zlotys. The company plans to connect 1m new subscribers this year after adding 720,000 lines in 1995 and 590,300 in 1994. The number of subscribers was 5.7m by the end of 1995.

The government also issued 136 licences mainly to small private operators of local networks. Private operators have only installed about 10,000 lines to date but intend to install 100,000 by the end of this year.

RP Telekom, the largest private operator, in which a local group has linked up with Telia, Sweden's state-owned national operator, plans to put 350,000 lines in the next three years.

Mr Zieliński said he hoped that up to 1m subscribers would be linked up by privately operated local companies by the end of the century. By then, TPSA should have 10m subscribers.

Current telecoms law gives

TPSAs monopoly on international connections but allows for privately owned local networks and regional link-ups. The company would keep its monopoly on inter-city connections until at least 1999, Mr Zieliński said.

But competition will come from private operators, which include the listed Optimus company, and the mobile telephone network.

Mobile phone licences, Page 16

share prices more than doubled, while the UK sector's biggest company British Biotech quadrupled in value to more than £1bn.

One analyst said the share falls were "healthy" and a reminder of the risks faced by companies.

Mr Fellner said developing new drugs was risky and failures were always possible. This justified Celltech's strategy of finding pharmaceuticals company partners which pay fees to Celltech in return for marketing rights.

Some others in the sector, including British Biotech, have kept such partnerships to a minimum, preferring to keep the potential profits for themselves.

The high-risk route has led to high rewards for some - California's Amgen is a 16-year-old company which has joined the world's top 20 pharmaceuticals companies.

It has produced disasters - most notably in the case of Syngenta, a Colorado company valued at more than \$1bn when its only significant drug, for scopic shock, failed in 1994.

Celltech shares fell 163p, or 24 per cent, to 518p. Others, such as British Biotech, Scoda and Chiron, also fell.

"Milestone" payments to Celltech by Merck, made as the research progressed, have been suspended pending the identification of a "second generation" version of the drug.

Merck has already paid Celltech \$1.5m (\$1.15m) in a deal that provides for payments of up to \$1.5m plus royalties on sales.

Mr Peter Fellner, Celltech's chief executive, said the programme would be delayed by about 18 months.

The falls in share prices mark the first upset for the biotechnology sector after almost a year of good news. Biotechnology shares were among the best performers of the past 12 months. Many

of the drug's advanced drugs in Celltech's portfolio to four.

Its failure reduces the number of advanced drugs in Celltech's

CONTENTS

News	14	Crossword	24-25
European News	23	Features	26
International News	5	Leaders Page	13
Asia-Pacific News	7	Companies	21
American News	4	UK	18-20
World Trade News	6	Int. Companies	16-18
UK News	8-9	Int. Bond Service	22
Arts	11	Managed Funds	25-27
Weather	14	Markets	23
Art Guide	17	Survey	24
		Money Markets	25
		■ International Youth	26
		Recent Issues	32

NEWS: EUROPE

Camdessus visit raises Russia's hopes of loan

With politics driving the process, no one at the IMF wants to lose Russia

Mr Michel Camdessus, head of the International Monetary Fund, is believed to be planning to visit Moscow later this month, heightening expectations that the IMF will grant Russia \$3bn loan sometime this spring.

The Russian news agency Itar-Tass, which often acts as mouthpiece for the Russian government, said yesterday that Mr Camdessus, who met Mr Victor Chernomyrdin, the Russian premier, this week in Washington, would come to Moscow in the second half of February.

IMF officials in Moscow would not confirm the report, but the quasi-official announcement was the latest in a number of strong signals over the past few days that Russia and the Fund will soon reach a deal.

Earlier this week, US president Bill Clinton predicted that Russia would receive the three-year loan this spring and Russian authorities said on Wednesday they had reached a "broad agreement" on an economic programme with the IMF.

Yet despite these strong indications of progress, the IMF's negotiations with Moscow are taking place against an increasingly hostile domestic political and economic backdrop.



Michel Camdessus (left) with Russian prime minister Victor Chernomyrdin, on a visit to Moscow last year which led to a controversial decision to grant Russia a \$3.25bn loan.

Since the beginning of the year Mr Boris Yeltsin, the Russian president, has systematically purged reformers from his government and replaced them with hardliners.

Most dramatically, he sacked Mr Anatoly Chubais, the most prominent market reformer in the cabinet, on the day an IMF team arrived in Moscow for talks.

Mr Yeltsin followed these personnel changes with an equally sharp substantive shift, making a series of new spending pledges last week which, if fully implemented, could add at least \$12bn to planned government spending this year.

But regardless of the mounting evidence that the Kremlin, which fears a Communist victory in June presidential elections, plans a spring spending spree which could boost inflation and weaken the rouble, most analysts believe that political pressures will compel the IMF to grant Russia a new loan.

"Above all, it is politics that is driving the process," said Mr Jonathan Hoffman, chief economist at CS First Boston. "Everything points to a favourable IMF decision. No one in the IMF or in the G7 wants to be accused of losing Russia."

embarrassing time for the UK government, which this week unleashed a furious attack on the Commission for approving a Pta87bn (\$71.3bn) state aid package to Iberia, the Spanish national airline.

Officials said the two sides had whittled down the gap between the £80m (£123m) the UK government is asking for, and what Brussels is prepared to approve, to an almost mutually acceptable level.

Mr Scheele last night described the meeting as "helpful". He said: "The Commission now fully understands both the timing and the totality of the programme and is in full possession of all the facts needed to make a decision."

He indicated that he expected it to come within the next three to four weeks.

A British official confirmed: "We are close to a conclusion. We have not wholly bridged the gap between what we want and what the Commission will

approve, but the gap is much smaller than it was yesterday."

The British government argues that the £80m will enable Ford, owner of the Midlands-based car maker, to manufacture the new X30 Jaguar sports saloon in the UK rather than in the US.

Discussions between Brussels and the British government have been knotty, mainly because of the complexity of the deal. The core of

the government despite the harsh manner in which he was dismissed, warned yesterday that it was not yet clear if Russia would continue to pursue reforms or if the government would reverse its course.

But for Mr Yeltsin, the report that Mr Camdessus is coming to town is the best possible omen. It was a personal visit to Moscow from the IMF boss last year which cleared the way for the fund's equally controversial decision to grant Russia a \$3.25bn loan.

Chryssia Freeland

Aid deal for Jaguar could embarrass London

By Emma Tucker in Brussels and John Griffiths in London

The British government yesterday nudged closer to agreement on a state aid package for Jaguar, the luxury car maker, following a meeting between Mr Nick Scheele, the chairman of Jaguar, and Mr Karel Van Miert, the competition commissioner.

Conclusion of a deal, while welcome, would come at an

embarrassing time for the UK government, which this week unleashed a furious attack on the Commission for approving a Pta87bn (\$71.3bn) state aid package to Iberia, the Spanish national airline.

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the problem for the Commission has been looking at all these schemes and trying to assess whether they have any effect on production costs," said a Brussels official.

The Commission wants to be sure they do not lower prices, before approving the aid.

Negotiations on the aid package also went through an awkward patch at the end of last year, when the UK government tried to block state aid for Irish Steel.

Slovenia government in minority

Slovenia's coalition government yesterday lost its absolute majority in parliament with the resignation of Dr Maks Tavnikar, economics minister, and the formal departure from the coalition of the Associated List of Social Democrats, the successor to the Communist party.

The two remaining coalition parties, Liberal Democracy of Slovenia and the Slovene Christian Democrats, control 45 seats in the country's 90-seat lower chamber. The Associated List has 14 seats. Three other ministers belonging to the Associated List tendered their resignations last week.

Dr Tavnikar has been under pressure to quit since last November because of criticism of his handling of the restructuring of TAM, the troubled bus and truck manufacturer that was taken into state hands last year. The new minister is Mr Metod Dragunja, a career industrialist and director of Lek, a pharmaceutical company.

The Associated List's move into opposition signals a shift to the right in Slovenian politics, and analysts say it also raises the chance that elections, which must be by the end of the year, will be brought forward.

Gavin Gray, Zagreb

EIB's lending rises 7.5 per cent

The European Investment Bank raised lending by 7.5 per cent in 1995 to Ecu21.4bn (\$27.2bn), Sir Brian Unwin, EIB chairman, announced yesterday.

Around Ecu18.6bn in loans was made inside the EU. The Bank also expanded its global reach, dispensing loans in South Africa, Gaza and the West Bank and, for the first time, China and Indonesia. Other high-priority projects included the trans-European networks - road, rail, and telecommunications ventures to which the Bank raised total lending to Ecu7.3bn.

The EIB is also offering a special new lending instrument - called a TENS window - which provides lengthening

matitudes and grace periods.

In 1995, the bank lent Ecu2.9bn to 12,000 small and medium-sized businesses, creating an estimated 45,000 jobs. It raised Ecu12.4bn in medium- and long-term borrowing on the capital markets - a lower amount than in 1994 because of substantial pre-payments on loans.

Lionel Barber, Brussels

Bonn warned on high-speed train

The Transrapid, the 450km magnetic levitation railway which the German government plans to build between Hamburg and Berlin, came under fire from the German audit commission yesterday.

The commission said there were likely to be unspecified cost overruns on the DM8.8bn (\$6.1bn) project and urged the government to carry out further studies to assess demand for the system. The report criticises the government for underestimating the costs of incorporating the Transrapid, which runs on an elevated concrete runway, into the existing railway networks in Hamburg and Berlin.

The opposition Social Democrat called the project "a monstrous adventure" which was being undertaken mostly at the expense of the taxpayer.

More details are expected to emerge at a hearing of the parliamentary transport committee next Thursday. The Transrapid has the personal blessing of Chancellor Helmut Kohl, who regards it as a model of German innovation and argues that there are likely to be significant exports from the project. Japan is working on similar magnetic levitation technology, but German engineers say the Japanese are about three or four years behind.

Michael Lindemann, Bonn

ECONOMIC WATCH

EU trade surplus increases

The European Union turned a first half 1994 external trade deficit of Ecu2.9bn (\$3.7bn) into a surplus of Ecu8.4bn in the first half of 1995. The six-month surplus was more than four times larger than the Ecu3.6bn surplus generated in the whole of 1994.

Germany, France, Italy, Sweden, Finland, Austria, Denmark and Ireland all recorded trade surpluses with non-EU countries in the first half of 1995, said Eurostat, the European Commission's statistics office. The German surplus was Ecu12.1bn, followed by France with

Ecu2.5bn, Italy with Ecu1.4bn, Sweden Ecu4.2bn, Finland Ecu2.5bn, Austria Ecu1.8bn, Denmark Ecu1.5bn and Ireland Ecu1.7bn. The Dutch had the largest deficit in trade with non-EU nations at Ecu1.1bn, but the figure is distorted by the large volume of goods flowing through the country's ports.

While it struggles with a stagnant domestic market, it must also prepare for full liberalisation in 1997. The group is expected to make a loss of FF150m in 1995, despite low fuel costs.

■ Norwegian unemployment rose to 4.8 per cent in January from 4.1 per cent in December.

PM emerges from behind the scenes

Italy's new leader must look for a new constitution, writes Robert Graham in Rome

For the third time in less than four years, Italy's President Oscar Luigi Scalfaro has been obliged to resolve a serious political crisis by calling upon a non-elected figure to form a government.

In each case, the choice has been dictated by the need to find a prestigious neutral figure enjoying the broadest possible approval.

After twice recruiting from the Bank of Italy for the

Chiampi and Dini governments, Mr Scalfaro has turned to the thin ranks of the state's senior servants to ask 71-year-old Antonio Maccanico to be prime minister designate.

Mr Maccanico is little known in public, but within the Italian political and economic establishment his name is a byword as a behind-the-scenes negotiator. He knows the bureaucracy and parliament backwards after a lifetime close to the centres of power.

His last post was running the prime minister's office under the Ciampi government in 1993-94, when he proved an effective policy co-ordinator.

Mr Maccanico's ministerial experience has been limited to the regional affairs portfolio in the twilight of the Christian Democrats' 1989-91 hegemony. Before that, he supervised the presidential office under San-

piero Pertini and Francesco Cossiga, having been the secretary-general of the chamber of deputies.

Throughout his life he has been close to the small Republican party and was elected a senator under their banner in the 1992-94 legislature. His lawyer's training and intimate knowledge of the constitution should serve him well in the delicate negotiations to introduce an overhaul of the state, which was the basis of yesterday's political deal to end the crisis.

The agreement, patched together by the main parties, was achieved with Mr Scalfaro unable to delay formation of a new government any longer. But the motives of the leaders are far from lofty.

In the three weeks since Mr Lamberto Dini resigned as prime minister, they have embraced and discarded virtually every model of western democracy, setting eventually for an ill-defined version of France's presidential system adapted to the peculiar needs of Italy. The parties differ substantially over what the final constitution

Talks at Air France break down

Negotiations between Air France's chairman, Mr Christian Blanc, and unions representing pilots at Air France Europe, formerly known as Air Inter, broke down yesterday.

Paul Abrahams writes: Air France said differences between the two sides - in a dispute over cost-cutting which caused a series of strikes last year - remained so great that no agreement could be reached.

In the new government together will be the fact that Mr Massimo D'Alema, the PDS leader, and former premier Silvio Berlusconi fear going to the polls. But delaying elections for 18 months casts a cloud over Mr Romano Prodi's leadership of the centre-left coalition. He has been excluded from negotiations on the new government.

The only glue to keep the new government together will be the fact that Mr Massimo D'Alema, the PDS leader, and former premier Silvio Berlusconi fear going to the polls. But delaying elections for 18 months casts a cloud over Mr Romano Prodi's leadership of the centre-left coalition. He has been excluded from negotiations on the new government.

Mr Blanc has been looking to reduce pilot costs - about FF150m a year - by about 10 per cent. In 1994, the last year when figures have been published, Air France Europe's average salaries were FF72,500 (\$14,800) a month, far higher than those of British Airways or Lufthansa pilots.

Mr Blanc has been looking to reduce pilot costs as part of a plan to improve Air France Europe's productivity by 30 per cent between 1995 and 1997 to return it to profitability. He said the airline would announce its next move soon, probably next week.

Air France is facing pressure from increasingly aggressive local competitors such as AOM, Air Liberte and TAT, in which British Airways holds a 49 per cent stake.

While it struggles with a stagnating domestic market, it must

also prepare for full liberalisation in 1997. The group is

expected to make a loss of FF150m in 1995, despite low

fuel costs.

Italy freezes tariffs on utilities

By Robert Graham in Rome

Italy's outgoing government has agreed to freeze all proposed utility tariff increases, in response to pressure from unions and consumer groups.

The freeze is indefinite and follows a meeting between the government and union leaders on Wednesday. The unions insisted increases ranging from higher rail and air fares to water charges, electricity and sharp rises in local telephone

calls were unjustified.

Confindustria, the employers' confederation, yesterday criticised the government for giving way to union pressure and at the same time hoped the freeze would be brief. The real problem, it said, was the absence of regulatory authorities. It would have been more useful to accelerate the creation of these bodies than to rely on regulating prices, Confindustria claimed.

Leaders of the three main

trades union confederations argued the utilities had failed to prove enough had been done to curb costs as earnings declined in real terms by two percentage points in two years.

Their case was also backed up by an unprecedented wave of protests over the past month by consumer groups. Against this background the government had no desire to provoke a confrontation and will hand the problem over to the next administration.

The price rises frozen are a request for a 4 per cent increase in domestic (Alitalia) air fares; rises in rail fares, up to 10 per cent on some routes; a minimum 3.5 per cent increase in water bills; a 2.5 per cent rise in motorway tolls; and a complex realignment of telephone charges, as a result of which local calls will go up 16.8 per cent. The increases in road tolls and water charges should have come into force yesterday.

Leaders of the three main

EUROPEAN NEWS DIGEST

Bundesbank in new rate easing

The Bundesbank yesterday cut the repo rate, considered to be the third leading interest rate in Germany, in another sign of monetary easing that partly reflects the current weakness in the German economy.

At its council meeting yesterday, the German central bank left its two key interest rates unchanged, but decided to switch from a variable tender in its money market operations, which this week yielded a repo rate of 3.4 per cent, to a fixed rate tender at a rate of 3.3 per cent for the next two weeks until the next council meeting.

The move brings the repo rate within 30 basis points of the discount rate - currently at 3 per cent - a threshold below which the likelihood of another discount rate cut increases.

Whether the Bundesbank will lower interest rates further will depend to some degree on the next release of M3 money supply data this month.

German financial markets appear to accept that another interest rate cut is probable within the next four weeks.

Yesterday's action was seen as a move by the Bundesbank to keep its options open. Wolfgang Münchau, Frankfurt Lex, Page 14

Over 1m miners strike in CIS

More than 1m miners went on strike yesterday in Russia and Ukraine in separate protests but on the same issue - the future of their Commonwealth of Independent States governments to make payments of wage arrears.

Up to 500,000 Russian coalminers launched a nationwide strike yesterday which they threatened to continue today to demand payment of months of wage arrears. Russian union leaders, who said miners at 161 pits

French rate cut cheers government

By Andrew Jack in Paris

The Bank of France yesterday lowered one of its key interest rates after cuts by the monetary authorities in the US and Germany. The move was welcomed by the French government as it tries to boost the economy.

The bank cut the floor intervention rate by 0.15 points to 4.05 per cent, the eighth reduction in rates since the crisis in the French franc in November last year.

Separately, a number of French banks yesterday announced cuts in their rates for consumer loans, which are subject to new tax deductions unveiled this week. This move followed cuts in the rates offered on a key government tax-free savings product on Tuesday.

While the bank is independent from the government, ministers had long called for interest rate cuts, and echoed broader concerns by the G7 group of leading global economies meeting earlier this month that interest rates needed to come down to help boost growth.

Mr Jean Arthuis, the economics and finance minister, unveiled a series of measures on Tuesday to raise levels of consumption and stimulate the housing market. The initiatives came on the same day as a broader series of structural

reforms announced by the German government.

Mr Alain Juppé, the prime minister, said the Bank's decision marked the return of "international confidence in France" which had maintained its commitment to budgetary rigour.

The latest interest rate cut followed positive comments recently from Mr Jean-Claude Trichet, the head of the central bank, about the direction French government reform policy was taking.

However, the fallout from the government's new measures continued yesterday. The high street banks had demanded a cut in the Livret tax-free savings products offered by the government after agreeing to reduce their lending rates. Mr Arthuis did so on Tuesday, reducing it by 1 per cent to 3.5 per cent.

Crédit Mutuel de Bretagne, part of the network that offers the Livret Bleu, one such product, criticised the move. Mr Georges Coudray, said the cut was "too strong and too brutal".

The Post Office, the national savings bank and Crédit Mutuel previously had the exclusive right to offer Livret products. However, their strength on the savings market has been considerably weakened as a result of the interest rate cut, because the products have become less attractive.

Paris-Bordeaux: it's the Juppé à grande vitesse

David Buchan on a mayoral PM



Juppé: two camps to please
year mayoral reign 'Bordeaux went to sleep a bit.'

Just as it was Mr Chaban-Delmas who first persuaded the late Henry Ford to put a gearbox plant in Bordeaux. Mr Juppé last autumn convinced the Detroit company to sink a further \$300m into the plant.

Mr Savary concedes that the prime minister's intervention was "decisive", though he complains that Ford only committed itself to preserving jobs, rather than creating them. Mr Babin claims the prime minister's presence is drawing other foreign investors, such as Siasa of Spain which plans to set up a paper plant nearby.

Mr Juppé has more time to reform the city's finances than he has with the country's, though the two are comparable. Bordeaux has relatively high debt, high taxes and large investment needs.

The only typically Juppé-esque action so far was when he first abruptly sacked for alleged financial profligacy Mr Alain Lombard, who as the city's orchestra conductor and theatre director drew a combined salary of FF320,000 (\$64,500) a month, then gave him a golden handshake to avoid being taken to court for breach of contract.

Mr Juppé's move to jazz up the city by illuminating buildings has proved popular, perhaps partly because state-owned Electricité de France seems to be providing initial current virtually free. But it remains for Mr Juppé to make up for delays in deciding how to clean up the banks of the Garonne river and give the city a proper mass transit system.

In theory, Mr Juppé has time to develop Bordeaux as his safety net if and when he fails from the premiership. He does not face re-election as mayor until 2001. He also intends to abandon his Paris constituency and seek the Bordeaux parliamentary seat of the retiring Mr Chaban-Delmas.

"The idea was to have another Chaban in his heyday," explains Mr Dominique Babin, chief executive of the Bordeaux Chamber of Commerce and Industry, adding that towards the end of Mr Chaban-Delmas's incredible 47-

Spain's economy minister enters poll fray



By David White in Madrid

Mr Pedro Solbes, Spain's economy minister, yesterday claimed that tax cuts proposed by the centre-right Popular party could jeopardise the country's chances of joining the European single currency.

As the main parties take final touches to their programmes for the general election on March 3, he challenged the Popular party's argument that lower tax rates would result in an increase in government revenue by discouraging evasion.

Lower taxes would bring a greater risk of missing the target for the budget deficit next year, the reference period for deciding which countries qualify for the single currency, he told a press conference.

The Popular party, which is also committed to meeting the single-currency criteria, has proposed a gradual tax reform

time after joining the Socialist government as an independent, said the Socialist party's triple economic platform of increased employment, maintenance of welfare benefits

and stands by a forecast of 3.4 per cent growth this year, higher than most estimates. Last December the government announced spending cuts of Pta675bn to bring its 1996 plans into line, after having its original budget rejected in parliament.

The final version of the Socialist programme, due out today, will propose limiting tax deductions on house purchases to boost the rental sector, and an easing of the tax burden on inherited homes and businesses. Mr Joaquín Almunia, the party's parliamentary leader, said a lower top tax rate of 50 per cent might be possible, but not until after Spain had met the Maastricht criteria for EMU.

Mr Solbes said that opposition plans for lower taxes would bring a greater risk of missing Maastricht treaty targets

which would bring the top rate of income tax down from 56 per cent to 40 per cent by the end of a four-year term. It also proposes to change the tax system for small and medium-sized companies to encourage growth and employment.

Mr Solbes, who is standing for parliament for the first

and members of economic and monetary union was "possible and coherent".

He estimated that Spain would need spending cuts of Pta50bn (\$2.5bn) in its 1997 budget to meet the deficit target of 3 per cent of GDP - assuming annual economic growth of 3 per cent. The gov-

ernment stands by a forecast of 3.4 per cent growth this year, higher than most estimates. Last December the government announced spending cuts of Pta675bn to bring its 1996 plans into line, after having its original budget rejected in parliament.

The final version of the Socialist programme, due out today, will propose limiting tax deductions on house purchases to boost the rental sector, and an easing of the tax burden on inherited homes and businesses. Mr Joaquín Almunia, the party's parliamentary leader, said a lower top tax rate of 50 per cent might be possible, but not until after Spain had met the Maastricht criteria for EMU.

Sarajevo clears one more barrier to peace

By Harriet Martin in Sarajevo

The symbol of Sarajevo's division, the wall of sandbags and concrete slabs across the city's pointedly named Brotherhood and Unity Bridge, was bulldozed yesterday. The Bosnian capital thus moved a tentative step closer to securing the peace.

Tomorrow, the Serb-held suburb of Grbavica - which is linked to the city by this bridge - comes under Bosnian federation control as part of the Day-

ton peace agreement to unify Sarajevo. The civilian authorities and police in Grbavica, along with those in four other Serb-held suburbs, are allowed to stay for 45 more days, during which time they are answerable to the federation.

As Nato's huge French bulldozers crushed the carefully constructed barriers of concrete, sandbags and barbed wire, crowds of people watched at each end, waiting to cross. Then the wall was pushed aside, and they stared across the span at each

other. A group of Serb and Bosnian policemen gathered on the middle of the bridge watching the French troops at work. Slowly they began to talk, first about the dead, then about football. Hesitantly, they laughed.

Groups of old ladies, flourishing their identity cards, carefully made their way across the 50m stretch of no-man's land. Men of military age from either side did not yet dare to make the crossing.

Across the Miljacka river in Grbav-

ica, a grim area of grey concrete tower blocks, Ognjen Jokanovic, in his 70s, was standing clutching her sister, Uljeta.

"I heard this morning on the radio that the bridge was open. I knew my sister was ill. I just rushed out of my apartment. I didn't tell my husband and I even forgot to put my teeth in," she said, flashing a gummy grin.

They had seen each other only once during the war, in the spring of 1994 when the bridge was opened briefly.

But just feet away from the reunited sisters, a middle-aged man was angrily loading household furniture onto a truck already laden with logs.

Grbavica is full of cars and trucks precariously piled with the contents of people's homes. For many Serbs in these areas the reunification of Sarajevo marks their defeat.

"Where do you think I'm going? To Serb land of course," shouted the man. "I'd rather live in a tent than live with Moslems."

Today John Gummer opens a factory in Derbyshire making these chiller cabinets for off-licences and pubs.

At first glance, it's hardly headline news.

Nor, you might think, is it the stuff of environmentalist legend.

Yet the story behind the new Elstar factory, and more importantly the fridges it will make, is one of the most remarkable examples of Greenpeace in action.

It's a story that many would not perhaps associate with us. But it's as dramatic in its results and as extraordinary in its ambition as anything we have ever done.

Elstar is the first greenfreeze factory in Britain, and the first greenfreeze factory in the world making fridges for commercial use.

Only a few years ago both industry and government would have vehemently refuted the viability of such a factory.

Together with the vast majority of technologists, they maintained that refrigeration would remain dependent on ozone destroying chemicals (HCFCs) and global warming gases (HFCs).

It's only because, against all odds, we forced the world to adopt a safer solution that we now have greenfreeze fridges at all.

In fact, a little known alternative using hydrocarbons had been available since the 1930s, and was perfected

Some more dramatic direct action from Greenpeace.

in the early 90s by two scientists working in Dortmund, Germany.

Vested interests rubbished this option, authorities neglected it and governments chose to ignore it.

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In 1992 the world's very first greenfreeze fridge was finally made, but only because we commissioned it ourselves from an ailing east German factory.

In the process, we proved that greenfreeze not only worked, but was commercially valid.

Orders from consumers as keen as us for change began to flood in.

Eventually industry began to see that this alternative was not just our choice, but that of all sensible, concerned people. Gradually we forced cracks in the arguments of the powerful chemical lobby, and even governments were made to realise that greenfreeze was a viable solution that would not pollute the atmosphere like HCFCs and HFCs.

Today, thanks to these efforts, virtually the entire German domestic fridge market uses greenfreeze technology.

Thanks to companies like Calor Gas, Britain is now the world leader in greenfreeze. And the technology is rapidly spreading around the world, reaching even China - potentially the world's largest refrigeration market.

For these reasons, we are especially pleased to celebrate this week's opening. Indeed, it may be just the occasion on which to raid the chiller cabinet.

If you would like to know more about how Greenpeace is challenging industry to deliver solutions, not compromises, call Freephone 0800 374 428 for an information pack.

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GREENPEACE

NEWS: ASIA-PACIFIC

TTNet to expand its business NTT to face long-distance competition

By Michiko Nakamoto in Tokyo

Japan's telecommunications market is set to see more competition as a result of plans by a new carrier to invest heavily in its infrastructure.

Plans by Tokyo Telecommunication Network (TTNet), a regional carrier, to expand its telecommunications business significantly could for the first time in the local network create serious competition for NTT, Japan's largest carrier.

The decision by TTNet, jointly owned by Tokyo Electric Power and the Mitsui and Mitsubishi trading companies, reflects the changes taking place in the Japanese telecoms market as deregulatory moves and public criticism of the country's high telecoms charges lead to a more competitive environment.

NTT's virtual monopoly of the local network has long been criticised as an obstacle to greater competition and is the subject of a government panel which is due to report by the end of this month on whether NTT should be broken up to break its dominance.

TTNet, which began offering private leased line services in 1986 using the electricity infrastructure of Tokyo Electric Power, has provided public telecoms services in eastern Japan, including Tokyo, for the past seven years.

However, its lack of a direct link into customers' homes meant that potential subscribers were more often than not discouraged by the high initial cost of signing up with TTNet, even though its call charges were lower than those of NTT. Customers would have to pay for a line to be laid from a local TTNet switching station.

The carrier said using NTT's lines to reach subscribers' homes was not a practical solution. TTNet, which has a virtual monopoly over the local network, has been criticised by other carriers for its reluctance to provide them with fair access to its local network.

The lack of a direct link into customers' homes meant TTNet was only able to win 19,000 subscriptions in seven years.

However, in response to rising calls to break up NTT and stimulate competition, NTT announced last year that it was prepared to provide anyone with fair access to its local network. At the same time, deregulatory measures announced by the Ministry of Posts and Telecommunications have made it much more attractive for TTNet to build up its long-distance network.

In the past, regional carriers such as TTNet were in practice restricted to doing business in a particular region. The ministry recently stated, however, that carriers would not be restricted to particular businesses with the exception for the time being of NTT and KDD, the international carrier.

TTNet is therefore considering tying up with other regional carriers to provide long-distance services at lower rates than currently possible, the company said.

"They're in a great position to offer competition given that they already have an optic fibre network," said Mr Barry Dargan, industry analyst at S G Warburg in Tokyo.

TTNet's investment in infrastructure would go mainly towards laying optic fibre cable from NTT's switching stations to its own stations and increasing the number of its switches.

HK's reluctant candidate

Simon Holberton on China's apparent choice as chief executive

Chinese sensitivity to the symbolic language of politics has been heightened in Hong Kong now that speculation is rife about who will be its first chief executive, as the post-colonial governor will be known.

So when Mr Jiang Zemin, China's head of state and the Communist party, made for Mr Tung Chee-hwa, a Hong Kong shipping tycoon, at the end of a ceremony marking last week's inauguration of the group which will oversee the final stages of the colony's transfer to China, many in Hong Kong thought they were witnessing something akin to a benediction.

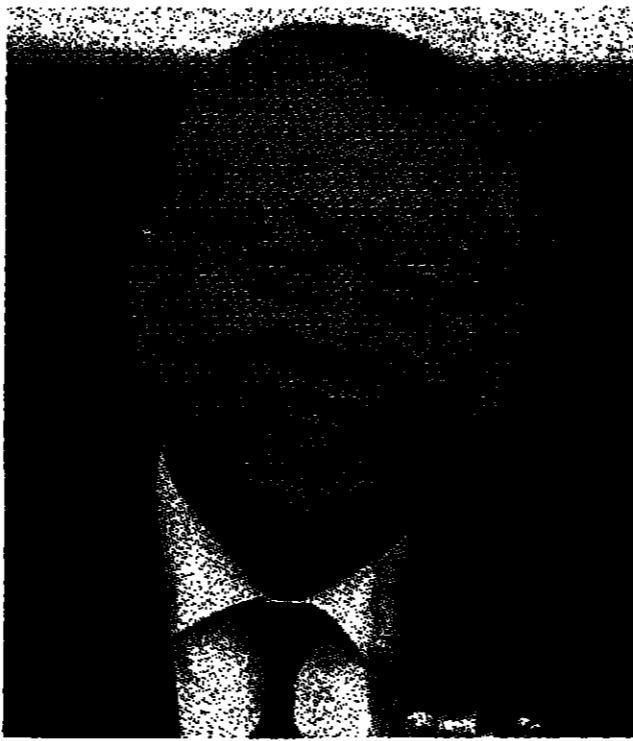
As if to underline the message, the encounter was given prime play on Chinese state television as part of its lavish coverage of the establishment of the preparatory committee, as the group is called. Mr Tung, 58, is a vice-chairman of the committee.

Hong Kong reveres Chinese sovereignty in less than 18 months and one of the big decisions the Chinese leadership has to make is who will lead the "special administrative region" in its first years.

What those guys in Beijing will be deciding is who is going to run the richest city in China," said one senior British official. "It is big patronage," very big patronage."

Mr Tung, an industrialist who normally shuns the limelight, is the candidate who garners the most support among Hong Kong élites in business and government. One member of the preparatory committee observed this week: "He is somewhat unknown to the people of Hong Kong but since his name has been mentioned there have been no negative reports about him."

But his candidacy is far from assured. The post of chief executive may not be finally decided until later in the year, and that would give a lot of time for Mr Tung's rivals to try to discredit him. Other candidates will also drift across the stage.



C H Tung: "This is patronage, very big patronage"

Moreover, his own preparedness to serve is also not guaranteed. He is a reluctant participant in politics; Governor Chris Patten had to use all his powers of persuasion to get him to join his Executive Council in 1992. More importantly, Mr Tung has told friends that he does not want the chief executive's post.

He says that having spent most of the 1980s bringing his family shipping business, Orient Overseas International Limited (OOIL), back from the brink of collapse, he now wants time to manage what has become a successful business. Lurking in the back of his mind is also a concern about management succession at OOIL, which under his direction now confidently rubs shoulders with the world's best shipping groups.

However, if Mr Jiang were to ask him to serve, few think that Mr Tung would be able to resist the call. Observers also note his reluctance to take the post may strengthen his hand. That was not to be. In 1986, companies controlled by the Tung family owed creditors nearly \$2.7bn (£1.8bn). Beijing's

state-owned Bank of China stepped forward with bridging loans, as did Mr Henry Fok - a Hong Kong businessman with close ties with China's Communist leadership - and Hong Kong and Shanghai Bank.

Three weeks ago Mr Fok, 78, who is another vice chairman of the preparatory committee as well as being one of Beijing's most trusted advisers in Hong Kong, in a rare gesture gave his public support to Mr C H Tung's candidacy.

The other Hong Kong businessman he is next most closely associated with is Mr Li Ka-shing, the property and ports tycoon. Mr Li used to oppose the appointment of a businessman to the chief executive's job - on the grounds that any businessman would be likely to favour his own family's interests - has recently endorsed Mr Tung.

Mr Li and Mr Tung know each other well. As part of the restructuring of the Tung shipping group, OOIL's interest in the Felixstowe container port in Britain and its interest in Hong Kong's container port were sold to Mr Li. The two businessmen are also partners in Oriental Plaza, a \$1.5bn property development in the heart of Beijing, approval for which was given personally by Mr Jiang late last year.

According to a senior British official, Mr Tung "is the best example of the well-connected Chinese businessman I know". He has very good contacts in the US, Japan, Taiwan where he has extensive family contacts, and Britain, where he attended university. "There is a question whether he has enough bottom and backbone to stand up for Hong Kong when it matters, and whether he can do the political PR," the official said. "Will he be tough enough when it comes to selecting his Executive Council?"

But as another official points out, toughness is a characteristic that is valueless without good political connections: "The two complement each other and C H has both."

ASIA-PACIFIC NEWS DIGEST

Japan foreign exchange record

Japan's foreign exchange reserves hit a world record of \$163.8bn at the end of January, but the increase was small, suggesting a decline in central bank intervention. The total rose by just \$1.6m from the month before - the previous record - a minute increase compared with the \$1.76bn jump from November to December.

The dollar has risen to ¥107 from ¥95 last August when the Bank of Japan and other leading central banks started to intervene to support the US currency, partly to avert fears of the damage to the Japanese economy risked by a strong yen. That anxiety has now eased, at least temporarily. However, the government is still making contingency plans against another rise in the yen, a Finance Ministry official confirmed yesterday.

An advisory panel to the ministry is considering a scheme to allow Japanese companies to make direct foreign exchange dealings with foreign banks abroad, to be able to take advantage of lower transaction costs, he said. This, like a similar foreign exchange deregulation package last August, would be designed to encourage Japanese institutions to sell yen.

William Daubichi, Tokyo

Export boost to Philippine GNP

A pick-up in exports and manufacturing production boosted in Philippines gross national product to 5.7 per cent in 1995 compared with 5.3 per cent the previous year.

The improved performance, which the Asian Development Bank predicts will reach 7 per cent in 1996, was led by a 7.8 per cent rise in industrial output last year, according to figures released yesterday - a big improvement on the 5.8 per cent recorded in 1994.

A surge in exports, which grew almost 30 per cent, and construction, which grew 9.2 per cent, helped offset zero growth in agriculture. GDP growth rose slightly from 4.4 per cent to 4.8 per cent.

Official said the 40 per cent increase in remittances from overseas workers and strong inflows of foreign direct investment and portfolio capital helped to counterbalance the knock-on effects of the Mexican currency crisis at the start of the year and the a wave of natural disasters in the second half.

Edward Luce in Manila

Thailand's CPI increases 7.4%

The Thai consumer price index rose 7.4 per cent in January, compared with the same period last year, according to data released yesterday by the Ministry of Commerce. The rate is the same as for December, a signal that price rises may have peaked, although they remain at a level government authorities say is too high. There had been six straight months of increases.

The biggest increases came in food prices, which increased 10.9 per cent in January over the same month last year.

Thai officials had blamed last year's annual inflation rate of 5.8 per cent on food price increases due to record flooding throughout much of the country and had expected food price rises to taper off as part of a goal to bring down inflation in 1996 to a more manageable 4.8 per cent. January non-food prices increased 5 per cent over the same period last year.

Ted Barakat, Bangkok

Indonesian satellite launched

The first of Indonesia's third generation of satellites, known as the Palapa C-series, was launched successfully from Cape Canaveral in Florida by a unit of Lockheed Martin yesterday. The Palapa C-1 satellite, the first of a number of telecommunications satellites in the series, will be operated by Satelindo, a private Indonesian telecoms company which was given a licence to own the next generation of satellites, apparently without a government tender.

The next C-series satellite is due to be launched in April this year by France's Arianespace but Telkom, the publicly listed domestic telecoms carrier, is also planning to launch its own satellite in 1999 to meet rising domestic telecommunication needs. The C-1 satellite, which was built by Hughes Electronics unit Hughes Space and Communications Company, has 34 transponders which are leased commercially to a number of Hong Kong-based and US broadcasters. The satellite has a footprint that extends from Vladivostok to Iran and south to Sydney and New Zealand.

Satelindo is 25 per cent owned by Deutsche Telekom's DeTeMobile, 22.5 per cent by Indonesia's domestic telecoms operator Telkom and 7.5 per cent by indosat, Indonesia's satellite telecoms company. Its majority shareholder is Bimangrabi Telekomindo, a unit of the listed Bimantara Group which is controlled by President Suharto's second son, Mr Bambang Tribatmojo.

Manuela Saragosa, Jakarta

S Korean trade deficit widens

South Korea's trade deficit widened to a four-year high of \$1.92bn in January from \$1.15bn in the same year earlier period, the ministry of international trade and industry said yesterday. Imports grew 35.2 per cent year-on-year to \$12.01bn while exports rose 30.5 per cent to \$10.09bn on a customs-cleared basis.

A ministry official attributed the sharp rise in the deficit to unusually high aircraft imports worth \$360m and an upsurge of fuel imports due to cold weather. Despite the weakness of the yen, which eroded the competitiveness of South Korean products by lowering Japanese prices, exports were still robust in most sectors, the official said.

Heavy-chemical exports rose 39.7 per cent while semiconductor exports grew 51.3 per cent, vehicles were up 64.3 per cent and oil products up 68.7 per cent. Imports of capital goods grew 22.5 per cent and those of consumption goods rose 23.6 per cent.

AFP, Seoul

Colombo blast likely to deter investors

By Arun Jayasinghe
in Colombo

Sri Lankan leaders acknowledged yesterday that the bombing of the country's financial centre presented a potentially serious setback to hopes of attracting much-needed foreign capital to revive the war-weary economy.

President Chandrika Kumaratunga said Tamil "Tiger" rebels carried out Wednesday's suicide attack on the central bank building in the capital, Colombo, to destroy the nation's assets and sabotage political attempts to end ethnic conflict.

Police said at least 72 people were killed and about 1,500, including several foreigners, were wounded in the blast, which also extensively damaged more than 10 office buildings.

"In the short term, there could be an adverse effect on foreign investment," said Mr G L Peiris, deputy finance minister. But he went on to insist that "potential investors should see that we have a coherent strategy to deal with the problem".

Mr Peiris said the military would intensify its campaign against the separatist Liberation Tigers of Tamil Eelam while pressing ahead with a political package to grant greater autonomy to minority Tamils. Wednesday's attack, carried out by suspected Tamil Tiger guerrillas fighting for a separate homeland in the country's north and the east, was one of the biggest explosions seen in the capital.

The Colombo Stock Exchange suspended trading in the 11 companies whose offices were directly affected by the blast. Trading yesterday was limited to half a session and closing figures had not been worked out because of the disruption.

Brokers said the bombing might discourage many foreign investors who were keen to bid for state enterprises scheduled to be privatised this year. The government had aimed to raise \$420m, mainly from foreign investors, by selling state assets including the national airline AirLanka as well as telecommunications and petroleum operations and tea and rubber plantations.

Mr A S Jayawardena, central bank governor, said cheque clearing and money market transactions had been suspended but he hoped to restore the services by early next week.

"Our aim is to restore normal financial services as soon as possible," Mr Jayawardena said. "Our money market transactions will be limited to determining the foreign exchange rates."

He said the government had instructed two state-owned commercial banks, the Bank of Ceylon and the People's Bank, to execute interest payments on foreign loans taken by the government while the central bank was recovering.

Treasury bills amounting to some \$85m which matured on Wednesday were not paid out but arrangements were made to extend the maturity period of the bonds by another two weeks and pay enhanced interest.

The blast has given rise to fears of a fall-off in tourism to the island, and may have jeopardised Sri Lanka's plans to co-host this month's cricket world cup series with Pakistan and India.

New alliances threaten Taiwan's old order

By Laura Tyson in Taipei

Democracy can make for strange bedfellows. When a former dissident who spent 25 years in jail fighting for the cause of Taiwanese independence teams up with diehard supporters of unification with China, it is clear things are changing.

Surmounting differences in ideology, Taiwan's conservative New party and the pro-independence Democratic Progressive party (DPP) joined forces yesterday to support Mr Shih Ming-teh, a DPP legislator sometimes called "Taiwan's Mandela" in his bid to become Speaker of the newly elected legislature.

Although the two opposition parties failed by just one vote to block the governing Kuomintang (KMT), or Nationalist, incumbent, Mr Liu Sung-fan, this co-operation signals a departure from politics as usual.

The legislature installed yesterday following December's elections is only the third since 1949, when the defeated Nationalist Chinese government fled to the island from mainland China after losing

the civil war. Democracy was not a public relations slogan in "free" China until 1987, when martial law and the one-party state were abolished and press controls lifted shortly thereafter.

Taiwan's political landscape has since been transformed by elections and profound changes in policy toward issues ranging from the island's relations with China to landfill sites. That transformation will be capped by the first direct presidential election on March 23.

President Lee Teng-hui is expected to win this time but opposition parties are gaining ground. December's parliamentary elections left the long-ruling KMT with a wafer-thin majority in the legislature, and saw the New party emerge as a third force in what had been a relatively straightforward two-party political scene.

Confident and united in their aim of embarrassing the KMT at any opportunity, the opposition parties are turning political horse-trading into a fine art. They are forging unlikely alliances and persuading maverick KMT legislators to cross party lines. In yesterday's vote,

opposition legislators publicly revealed their votes in what was supposed to be a secret ballot - because the deal struck was that if the DPP could marshal all its 54 legislators to support Mr Shih, only then would the New party gain the backing of its 21 legislators.

This sort of behaviour portends trouble for the governing party, accustomed to forcing controversial policies through the legislature by sheer strength of numbers. The Speaker's job is a powerful one wielding control over parliament's agenda and processes.

Had Mr Shih won, President Lee would have had difficulty reinstalling Mr Lien Chan, the premier, in a cabinet reshuffle this month.

As it is, Mr Lee's hopes of consolidating his power by also making Mr Lien vice-president next May appear doomed. While Mr Lee appeared certain only months ago to win the presidential by a landslide, he now looks unlikely to get 50 per cent of the vote. This will sharpen opposition calls for a coalition cabinet and make confirmation of KMT nominees for cabinet posts difficult.

The Financial Times plans to publish a Survey on

Poland

on Wednesday, March 27

There have been some momentous changes in the country recently and the survey will cover the implications and the prospects for democracy, the economy in 1996 and beyond.

Other articles will cover the Banking system, foreign investment, the motor industry, the steel industry, the energy sector, privatisation, telecommunications and tourism. The survey will be distributed with the FT on that day and read by leading decision-makers in over 160 countries worldwide.

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NEWS: INTERNATIONAL

Congress to penalise Internet pornography

Governments around the world are taking action to police the world computer net

The US House of Representatives was yesterday set to vote on legislation that would impose stiff penalties for the distribution of "indecent" material on the Internet, a global web of computer networks that is accessed by an estimated 30m computer users.

The action echoes moves by other leading industrial countries to bring the Internet under some form of control. It coincides with a call by French officials for an international law on communications to deal with regulation of electronic publishing on the Net.

In Japan, meanwhile, Tokyo police have made what are believed to be the first arrests in a crackdown on the distribution of pornography via computer networks.

The rapid growth of the Internet has created wide-

spread concerns about its use to distribute pornography, racial hate messages and other offensive materials. However, the vast bulk of material published on the global computer network is commercial or technical in nature.

Measures being considered in the US Congress, which are affixed to a broad telecommunications Bill, could for the first time place legal limits on the types of materials that can be distributed via computer networks.

Government intervention is strongly opposed by Internet pioneers, and by many within the computer industry, who believe that rapid growth of the internet and electronic commerce would be stunted by regulation. Moreover, legal experts say that the regulation of cyberspace raises complex

issues about jurisdiction because the Internet carries information across borders.

In France, the issue has been brought to a head by the recent publication on the Internet of "Le Grand Secret" ("The Big Secret"), a book about François Mitterrand's battle with cancer written by Dr Claude Guibert, the late president's personal physician, which has been banned by the French courts.

Mr Francois Fillon, post and telecoms minister, said in the French Senate yesterday that he was to propose to a March meeting of EU culture and telecoms ministers an international conference to debate a law.

He said the government was creating a working group with representatives from the ministries of justice, culture and telecoms, and stressed that his

concerns included the problem of dealing with regulation outside national boundaries and the difficulty of pursuing those who abused the system.

He also suggested the possibility of introducing ethical codes for Internet operators, along the lines of those already in place for the country's Minitel telephone-based information system.

In Japan, where use of the Internet is growing rapidly, the legality of publishing pornography on computer networks is about to be tested in the courts following the first arrests for allegedly criminal use of the Internet.

Tokyo police announced that they had arrested a 26-year-old businessman, Mr Hiroshi Kamekura, on suspicion of distributing pornographic pictures. He is alleged to have

produced the images at home and distributed them on his home page since last month, said police. According to Mr Kamekura, the service was popular and he was asked by other Internet users to produce more provocative pictures.

Police also arrested a high school student, accused of distributing pornographic pictures over the Internet since last September. The arrests may raise eyebrows in a country where graphic, frequently sadistic pornography, moderated only by a ban on depictions of public hair, is openly sold on book stalls everywhere.

A German court has already acted to prevent users in that country from accessing sexually explicit Internet discussion groups. The court forced Compuserve, a US-based online information service, to block



Mitterrand: his cancer secrets were broken on the Internet

Foreign Staff

Safety fears for US citizens

By James Whittington in Cairo

Fears have risen for the safety of US nationals in Saudi Arabia and Sudan following reports about attacks on US interests in the kingdom, and the recall of all 25 staff from the US embassy in Khartoum because of security concerns.

The 35,000 Americans living in Saudi Arabia have been on heightened alert since November when a car bomb killed seven people, among them five Americans, at a National Guard centre in Riyadh.

A team of FBI agents were sent to help with the investigation after the blast and yesterday Pakistan said it had deported a Saudi national, Mr Hassan Alsaral, to the kingdom for questioning about it.

US diplomats say they are advising all their fellow nationals in Saudi Arabia to keep a low profile, to reduce travel within the country, and treat with suspicion any mail from unfamiliar sources. Other US embassies in the region have warned of threats to Americans from supporters of the Egyptian cleric Sheikh Omar Abdel-Rahman, jailed for life by a US federal judge in New York on 17 January.

The blind cleric and his followers were convicted on Octo-

ber 1 of planning the bombing of the United Nations, bridges and tunnels in New York and the assassination of Egypt's President Hosni Mubarak and other political leaders.

Mr Hassan Turabi, Sudan's spiritual leader and political mentor of the military Islamist government, claimed yesterday the US decision to suspend its diplomatic presence was due to budget difficulties rather than security concerns.

However, one diplomat commented: "In light of the Saudi attack and the threat of militant reprisals for the jailing of the sheikh, it is quite understandable the State Department would feel uncomfortable about keeping people in Sudan which is known to be a haven for terrorists. To link it to the budget is quite ridiculous."

Sudan was added to the US State Department's list of countries believed to support international terrorism in 1993. More recently, Egypt, which currently occupies a non-permanent seat on the Security Council in place of Libya, has accused Sudan of complicity in the assassination attempt on President Mubarak which was carried out by Egyptian Islamist militants in Ethiopia. Sudanese officials have denied any involvement.

Yeltsin security adviser visits rebellion-hit Tajikistan

Russian President Boris Yeltsin sent his national security adviser to Tajikistan yesterday as fears mounted that turmoil in the Central Asian state could spread through "the underbelly of Russia", Reuter reported from Almaty, Kazakhstan.

His departure coincided with

advances toward Dushanbe by rebel Tajik warlords, who are demanding that the government resign. A spokesman for the rebels said that they would not enter the capital, but claimed that they were within 15km of the city.

Mr Baturin is the second

senior Russian official this week to visit Tajikistan, where peace talks between the government and exiled opposition have been disrupted by armed action by two rebel warlords.

"My aim is fairly obvious: to take stock of the situation on the ground and work out some

proposals for the president to contribute to a peaceful settlement of the conflict," Mr Baturin said.

Tajik President Imomali Rakhmonov faces rebellion from two former commanders, both ethnic Uzbeks. "Certain forces outside the republic are

trying to cause a social explosion," Mr Rakhmonov told the Tajik parliament yesterday.

At the parliament session, deputies formed a 12-member commission to resume peace talks with the two warlords. The commission was to report back to parliament today.

FAO warns of crisis in world food supplies

By Deborah Hargreaves

The world has been plunged into a food crisis following huge rises in cereal prices this year, Mr Jacques Diouf, secretary general of the United Nations' Food and Agriculture Organisation, said yesterday. He is organising a food summit in November to discuss high cereal prices and world hunger.

"We are in a crisis. Food prices have risen by as much as 30 to 50 per cent in the past year, mainly because the rising cost of cereals," he said. "This means an extra \$2bn on to the total food bill for developing nations."

The world food summit will discuss food security issues and ways to address world hunger - it is the first forum for international discussion since the world food conference in 1974.

World cereals stocks are at their lowest point for 20 years after diminished harvests last year in the main grain producing nations. The FAO estimates that last year's cereals harvest was 1.29bn tonnes - 58m tonnes or 3 per cent less than in 1994.

The FAO believes that cereals output in 1996 will have to rise by 4 per cent just to meet current demand with-

out further eroding stocks. "World food production will have to increase by more than 75 per cent over the next 30 years to keep pace with population growth. We must prepare now to feed about 9bn people by 2030, up from 5.8bn today," Mr Diouf said.

The FAO says that every day one in five people in the developing world cannot get enough food to meet their daily needs and in sub-Saharan Africa the situation is worse with two in five people not getting adequate food. This adds up to 800m people in the developing world who are chronically undernourished.

Africa had made progress towards food security and has increased output by 60 per cent in the past 20 years, but its population has grown by 80 per cent leaving it with a decline in per capita food production of around 18 per cent.

Mr Diouf says that developing countries cannot rely on food aid from developed nations, which, anyway, is in decline, but must become more self-reliant in food production.

Some 174 countries have been invited to the summit in the hope they will adopt a set of commitments aimed at ending hunger and promoting universal food security.

Peace with Syria 'only a matter of time' says Peres

By Roud Khalaf in London

Israeli prime minister Shimon Peres said yesterday it was only "a matter of time before peace was achieved with Syria and Lebanon."

On a two-day visit to Britain, Mr Peres said he believed Syrian president Hafez al-Assad had decided to take the road of peace.

Although Israeli-Syrian relations have made clear that no breakthrough was achieved in the latest round of negotiations completed on Wednesday in Maryland and that serious gaps remain, Mr Peres put an optimistic face on the talks.

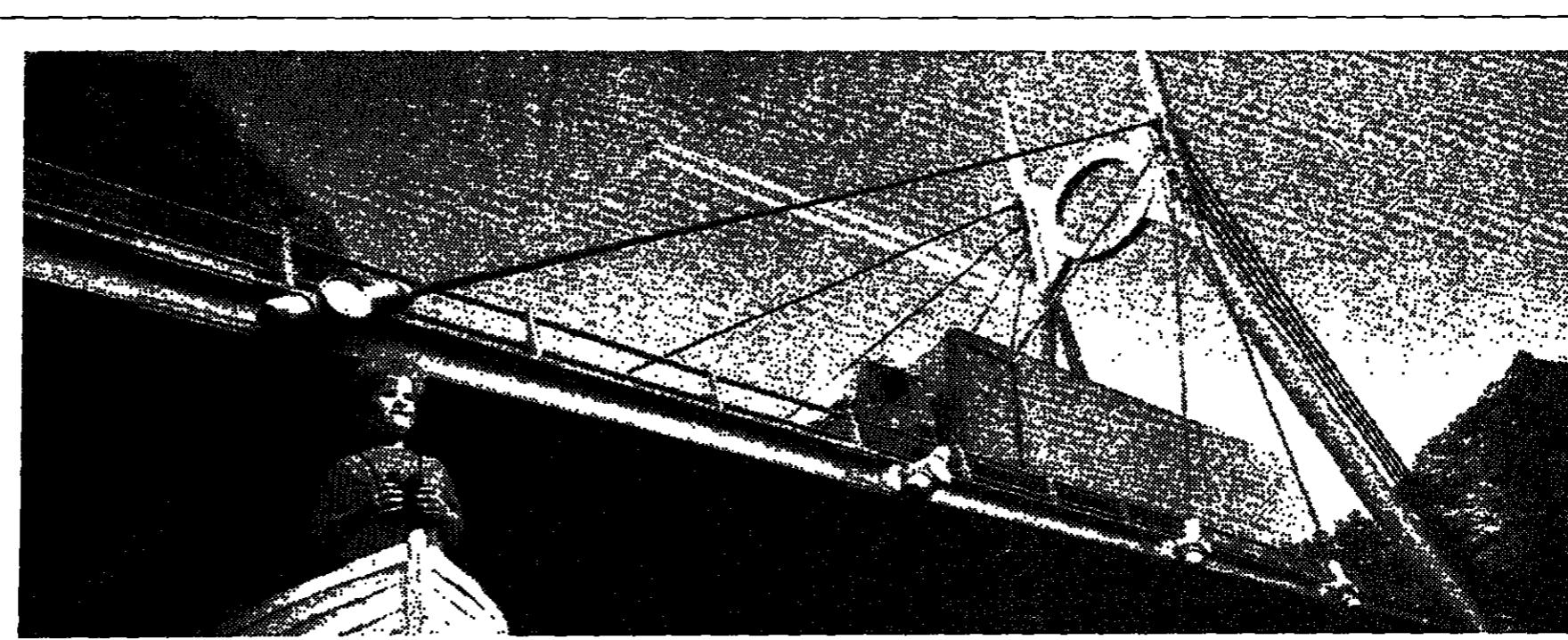
He said that the latest round was different because it was not limited to security issues but widened to include economic co-operation, normalisation of relations and the water resources issue.

Talks between Israel and Syria broke off last June over Israeli demands for early warning stations inside Syria.

"The talks gained the character of informality so both partners could introduce ideas," Mr Peres said.

Progress was made on the kind of relations the two countries would have and discussions were started on economic co-operation.

"In two meetings, this is quite an achievement and this is what makes me so optimistic," Mr Peres said.



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NEWS: WORLD TRADE

Madrid overrules army over helicopter

By David White in Madrid

The Spanish government has overruled the advice of army commanders and opted to buy military transport helicopters from the Franco-German company Eurocopter, rather than Sikorsky.

The deal, worth around \$200m, follows months of top-level lobbying. Both President Jacques Chirac of France and US President Bill Clinton pressed their rival cases on visits to Madrid during Spain's EU presidency late last year.

Mr Gustavo Suárez Pertierra, defence minister, said the choice had not been easy since both contenders - the French-designed Cougar, a military transport version of the Super Puma, and the UH-60 Black Hawk - fully met the army's requirements for equipping its air-mobile force.

However, army chiefs had come out strongly in favour of the Black Hawk, currently in use with US forces in Bosnia. They argued that the US helicopter had greater range, was better armoured and was specifically designed for military tasks, in contrast to the French rival. The US offer was also understood to have been cheaper.

The government decision appears to have been determined by both political and industrial considerations. The contract, for 15 helicopters for delivery between 1997 and 2002 at the rate of three machines a year, is pegged to an offset programme including the purchase by France of seven CN-235 transport aircraft made by the Spanish company Constituciones Aeronáuticas (Casa).

The decision reflects Spain's commitment to European defence collaboration, including its participation in the five-nation Eurocorps and a \$1.4bn agreement deal on joint production of 200 Leopard 2 tanks with the German manufacturer Krauss-Maffei. However, timing of the deal is controversial, barely a month before general elections in which the Socialist administration is expected to be voted out of office.

Aeroflot's \$1bn loan hits turbulence

By Chrystia Freeland
in Moscow

Aeroflot officials warned yesterday that several issues had to be resolved before a \$1bn loan backed by the US government could be finalised.

Earlier this week the Export-Import Bank, a US government agency, gave preliminary approval for the loan to finance Aeroflot's acquisition of 30 new Ilyushin jets, built with US engines and avionics equipment.

The deal could provide a valuable boost for Russia's ailing

aircraft industry, but Aeroflot officials and Russian observers said that some important details remained to be worked out before the money was made available.

"There are a number of concrete details which must still be agreed," said Mr Anatoly Belyanov, an Aeroflot spokesman.

Russian observers said the main sticking points were the specific financial guarantees Eximbank would receive for the loan, and the form of ownership of the aircraft whose construction the deal will

finance.

In addition to a sovereign guarantee from the Russian government, Eximbank is seeking pledges on the aircraft themselves, but the documents securing the aircraft have not yet been finalised.

There also appears to be some dispute about ownership of the airliners. Eximbank said they would be sold by Ilyushin to a specially created corporation which would lease them to Aeroflot. But Aeroflot officials and Russian analysts said a final agreement had not yet been reached on who would

own the aircraft.

However, the high-level political support for the loan, both in Washington and in Moscow, was expected to smooth over these obstacles. The financing was one of the issues discussed at a meeting this week between Mr Al Gore, the US vice-president, and Mr Victor Chernomyrdin, the Russian prime minister. Washington's desire to bolster the Kremlin at a time of mounting political and economic instability in Russia has created strong political pressure to wrap up the deal swiftly.

Moreover, Eximbank's preliminary approval was a signal that Boeing, the US aircraft maker, had dropped its objections to the loan.

AP, Bejing

Boeing appeared to be appeased by assurances that the US loan to the Russian aviation industry was an exceptional case. Russian officials also promised to give western aircraft-makers long-term access to the Russian market.

If the loan is finalised, it will provide Russia with the resources to pay for jet engines built by Pratt and Whitney and avionics produced by Rockwell.

China yesterday rejected criticism from the US and said it had stepped up its efforts to combat copyright piracy.

Foreign ministry spokesman Mr Chen Jian said that US threats to impose sanctions would harm co-operation in the enforcement of intellectual property rights and overall Sino-US economic developments and trade ties. China was willing to have further exchanges with the US, he said, and differences should be resolved through negotiations, not threats.

Mr Mickey Kantor, the US trade representative, speaking at the US-China Business Council in Washington, expressed concern about trade barriers in China and its enforcement of trade agreements, and warned Beijing it must open markets if it hopes to join the World Trade Organisation.

AP, Bejing

Vietnam relents on EU textiles

Vietnam has agreed to allow the European Union reciprocal access to its textile market, averting the threat of a trade dispute only six months after Hanoi and Brussels cemented diplomatic ties. Last week, the EU suspended a generous extension to an existing textile quota because Hanoi had not agreed to allow the EU access to its textile market by a December deadline.

Mr Riccardo Ravenna, head of the EU delegation in Hanoi, said the Vietnamese had admitted a "technical mistake" in failing to comply with the deadline. The new quota allows Vietnam to increase textile exports to the EU by Ecu100m (\$127m) to Ecu400m this year. Textiles account for 70 per cent of Vietnam's exports to the EU.

Jeremy Grant, Hanoi

US textile quotas challenged

Costa Rica has complained to the World Trade Organisation over US quota restrictions on its underwear exports. Officials told a meeting of the WTO's dispute settlement body on Wednesday the US restrictions imposed last year cost Costa Rica jobs and threatened investment. Costa Rica can ask for a neutral WTO panel to rule on the issue if consultations now under way fail to resolve the dispute.

The spat stems from failure of the WTO's textiles monitoring body, which adjudicates on quotas, to decide whether Costa Rican underwear exports posed a threat of "serious damage" to the US industry. A safeguard clause in the WTO textiles agreement, which provides for a phase-out of quotas on textiles and clothing by 2005, allows new restraints if domestic industry is threatened with "serious damage".

Costa Rica, backed by other textiles exporters, says that since the US has failed to prove its case under WTO rules it is not entitled to continue the restraints.

Frances Williams, Geneva

■ Portugal's state railway yesterday awarded a Es20bn (\$129m) contract to Fiat Ferroviária, a Portuguese subsidiary of the Italian engineering company, to supply 10 "tilting" locomotives for a high-speed rail link between Lisbon and Oporto.

Caminhos de Ferro Portugueses chose Fiat over a rival bid from Asea Brown Boveri, the Swiss-Swedish engineering group and only other producer of similar technology for high-performance trains.

Peter Wise, Lisbon

■ Alsthom-METKA, a French-Greek joint venture, has won a Drs18bn (\$245m) contract to build a 600MW power plant for Greece's state-owned electricity utility at Lavrioi, south of Athens. The plant will use Russian natural gas piped from Bulgaria.

Karin Hope, Athens

Argentina and Brazil clear the road

Last week's agreement aims to help both countries expand their motor industries

Brazil's trade and industry minister, Mrs Dorothy Werneck, was positively euphoric. The motor deal concluded last week between Argentina and Brazil, she says, gives the region the "real possibility of becoming a world centre of automobile construction... something we all dream of achieving".

The agreement, a transitional one reached after months of haggling, seeks to expand the locally based motor industry by limiting imports from outside the region, they argue. Argentina and Brazil are effectively blackmailing multinational vehicle makers into setting up local plants.

But Mr Christopher Ecclestone, a Buenos Aires-based broker at Interacciones, says the deal is a considerable advance on the protectionism that for years kept vehicle prices high and condemned the region to resembling "a vintage car museum".

The multinationals arrivals,

he says, are using the "latest technology" for their greenfield plants where they intend to build models as up-to-date as those in their European and US plants. So tough will competition be that local companies such as Sevel risk being swept out of existence, he says.

Mrs Werneck says the deal establishes transparent rules, a prerequisite for attracting big investments. "The decisions of investors, both in the motor manufacturing and parts sectors, can now be made with a clear horizon."

Indeed, there is a lot at stake. Ford, Volkswagen, Renault, General Motors, Fiat, Chrysler, Hyundai and Toyota

until the start of the year 2000 when free trade is due to prevail. However, it can be revised by mutual consent and will be subject to scrutiny by the World Trade Organisation.

Critics suggest the agreement will do little to open up the region's highly protected motor industry. By blocking most imports from outside the region, they argue, Argentina and Brazil are effectively blackmailing multinational vehicle makers into setting up local plants.

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Indeed, there is a lot at stake. Ford, Volkswagen, Renault, General Motors, Fiat, Chrysler, Hyundai and Toyota

all announced plans last year to invest a total of \$9.4bn in Brazil and \$3.7bn in Argentina. Those investments, particularly the Argentine ones, were placed in doubt when Brazil abruptly changed the rules of the game. By imposing import quotas, Brazil was reacting not only to a growing trade deficit, but also to an existing bilateral agreement it regarded as favouring Argentina.

Last week's agreement levels the playing field. "By requiring a matching of exports and imports in most cases, companies will be encouraged to invest in both countries to facilitate the movement of products between Argentina and Brazil," says Mr Frank McGann, vice-president at Merrill Lynch in Buenos Aires.

The potential for growth in Brazil's market is easily the biggest in the region: with a population of 160m, it has one car per 11 inhabitants, compared with one per 1.3 inhabitants in the US and one per 5.5 in Argentina. Under the rules

McGann, vice-president at Merrill Lynch in Buenos Aires. "The new framework will encourage companies to specialise their investments in both countries and thus achieve greater economies of scale." Mr Paulo Sérgio Bedran of Brazil's trade ministry believes the accord reinforces his country's position as a vehicle producer. "Brazil has no vocation to be an importer of automobiles," he says.

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of the accord, manufacturers are now less likely to consider producing vehicles in Argentina for export to Brazil unless they can export the same quantity of Brazilian-made vehicles.

Manufacturers with factories in both countries will do just that. Ford will export Fiestas from Brazil to Argentina, while Escorts made in Argentina are shipped to Brazil.

Sevel, an Argentine-based manufacturer of Peugeot vehicles with no plant in Brazil, has reacted furiously to the accord, which it sees as a charter for multinationals and the death knell of home-grown carmakers. Although Argentina plans this month to negotiate a special quota for companies with a factory in only one country, Sevel's share price dropped 6.25 per cent last week as investors took a dim view of the company's prospects. Sevel has even threatened to move production to Brazil.

Mr Bedran says Brazil seeks a "balance" of investments in the two countries. "The Argentine industry grew from producing 30,000 vehicles in 1990 to 408,000 in 1994," he says. "We can't allow Brazil's rate of growth to be so much out of balance with Argentina's."

Brazil produced an estimated 1.7m vehicles last year, but officials hope to reach annual production of 3m by the end of the decade.

David Pilling and Jonathan Wheatley

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Mr Ian Gibson CBE
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THE ENVIRONMENT AND THE AUTOMOBILE - THE CONTINUOUS CHALLENGE
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Europe ready to shoulder bigger burden, French leader tells Congress

Chirac reassures US over Nato role

By Jurek Martin in Washington

President Jacques Chirac of France told the US yesterday that Europe stood ready to shoulder larger burdens in a reformed Nato, including military action in those areas "where the US does not want to engage its ground forces".

France, he said, "will take its full share in this renovation process", as witnessed by its recent decision to move closer to Nato's military high councils. He suggested a new transatlantic security charter to underline the importance of the alliance, adding, without going into details, that "the reform of Nato can facilitate its enlargement".

Mr Chirac presented his ideas to a joint session of Congress prior to afternoon talks with President Bill Clinton in the White House. In welcoming the French president, Mr Clinton described as "historic" France's decision to participate once again in Nato's defence council.

His speech, delivered in French, apart from one quotation from George Washington, was respectfully received by

the joint session, though some members boycotted it in protest against France's recently concluded round of nuclear testing in the Pacific. But Mr Chirac drew applause when he stated that testing had been ended "once and for all" now that its nuclear deterrent was "reliable and safe".

Mr Chirac also took Congress to task for its reluctance to continue to fund US and multilateral aid programmes and for its constant drumbeat of criticism against the United Nations.

He reminded his audience that Europe's foreign aid of about \$30bn was three times that of the US. "Europe - and France - have budget problems, too," he said, but this should not detract from the "moral obligation" to help the poorest countries, especially in Africa.

Mr Chirac called the International Development Association, the World Bank's soft loan arm, "an irreplaceable instrument", founded, he noted, on the initiative of President Dwight Eisenhower. US arrears to IDA are now sub-

stantial. "My friends," he said more than once, "the world needs you."

He described the UN, the subject of stinging attacks last week by Senator Bob Dole, the majority leader and front-runner for the Republican presidential nomination, as "the only bulwark against disorder and arbitrariness". Reform was desirable but "let us not refuse the UN the means to succeed".

However, Mr Chirac's main message was on reforming Nato. "As long as the European identity can assert itself fully, [Europe] is capable of bearing a larger share of the common burden," he declared.

But that still required a continuation of "an essential element" - the longstanding US political and military commitment to European security. This, too, may be interpreted as an indirect criticism of the growing isolationist element in Congress which has seen Bosnia, for example, as a European "problem" not requiring the presence of US troops.

Mr Chirac was careful to praise Congress for its "sense of political responsibility" in not trying to block US deploy-



Shoulder-to-shoulder: Presidents Chirac and Clinton yesterday outside the White House where defence was the main topic

ment, noting that its presence on the ground "sends a clear message" to the world of continued US involvement.

He also pointed out a series of French initiatives in Bosnia, including the creation of the western contact group and of Nato's rapid reaction force, that helped create the right "environment" for the Dayton peace talks last year.

NYC acts to plug \$2bn budget deficit

By Richard Tomkins
in New York

New York City, plagued by financial woes, plans to privatise the operation of its 68,000 parking meters as part of an effort to plug a \$2bn hole in its budget for the coming year.

Among other measures indicative of the city's financial plight, one of seven police helicopters is to be sold for \$150,000 and the municipal health department is to start charging \$25 each time it approves an application to carry out a cremation.

Mr Rudolph Giuliani, the city's Republican mayor, unveiled the measures this week as he presented his budget for the financial year starting this July.

Like his previous two budgets, the latest contains proposals for widespread cuts in public services.

Health, education and social services all face cuts in spending. Even the previously sacrosanct police department will suffer the loss of 1,500 police officers from the total of 38,000, marking the end of a long period of expansion.

New York's planned spending for the new financial year is \$65bn, more than that of many nation states. By law, the city is required to balance its books, but although Mr Giuliani has slashed more than 20,000 jobs from the municipal workforce since coming to office at the beginning of 1984, he is still struggling to make ends meet.

This year should have been easier because Wall Street profits are sharply up. But Wall Street's prosperity has not been enough to counteract the effect of jobs lost through recent big bank mergers, the depressed state of the city's real estate market, and



Giuliani: tough act

unexpectedly poor retail sales.

The latest budget will cut the city's planned spending by 5 per cent. Among other measures, libraries and museums will open shorter hours, the refuse recycling programme will be cut, and the city will continue its efforts to reduce welfare rolls through tougher screening and so-called workfare programmes.

Mr Giuliani also aims to continue with a privatisation programme that has already seen the sale of the city's television and radio stations. He now aims to sell the Brooklyn Army Terminal, a city-run industrial complex, and some city-owned parking garages with spaces for 2,000 cars.

The parking meter privatisation proposal could be more controversial. A previous attempt to privatise the meters was reversed when employees of the private sector meter-servicing companies were found to have been emptying the meter contents into their pockets instead of the city's coffers.

UK-Argentina oil pact review

Mr Guido Di Tella, Argentina's foreign minister, said yesterday he had agreed with his British counterpart, Mr Malcolm Rifkind, to review the oil agreement between the two countries, which was signed last September following three and a half years of talks, *Reuters* reports from London.

A joint committee would meet in Buenos Aires on February 29 and March 1, he said, when it would define a schedule and targets against which to measure progress on the contested issue of oil exploitation in the South Atlantic.

"The discussions are far advanced, but still difficult," he told reporters at the Argentine embassy in London.

The agreement allows both countries to charge royalties for any oil or gas extracted from waters around the Falkland Islands without compromising their conflicting claims to sovereignty. Argentina plans to levy 3 per cent and Britain 9 per cent.

Media hype helps push Forbes ahead

Poll shows him leading Dole by 31% to 22%

By Patti Waldmeier
in Washington

Mr Steve Forbes, the multi-millionaire US magazine publisher, has surged ahead in another pre-primary opinion poll in New Hampshire, helped by the intensive media focus on his campaign for the Republican presidential nomination.

A poll published yesterday by the Boston Globe showed Mr Forbes leading Senator Bob Dole, Senate majority leader and national frontrunner, by 31 per cent to 22 per cent. It was the second time in a week that a New Hampshire poll showed Mr Forbes ahead. Other polls showed conflicting trends: one had the publisher closing the gap with the senator; another showed him slipping.

But the simple fact that he has registered another poll lead will boost the extraordinary momentum of Mr Forbes's campaign, despite the contradictory signals. And it will feed the media frenzy surrounding him, which has become a political fact in its own right, over the past week. With a lacklustre field of

Republican presidential candidates generating few headlines, American media managers have increasingly seized on the Forbes phenomenon to fill column inches and television screens.

Many treat him as a form of comic relief in a tedious campaign, ridiculing his trademark monotone voice and fixed grin, not to mention his mantra-call for a flat rate of income tax. Newsweek magazine has dubbed his appeal "geek chic".

He has been interviewed dozens of times in the past week on national television, often by hostile interviewers.

However, the attention, however negative, has undoubtedly boosted his poll ratings, helped further by millions of dollars spent on television advertising.

Mr Forbes's campaign officials say he spent \$1m last year alone, before the current spurt of heavy spending which started this month in New Hampshire and Iowa.

Mr Forbes's performance in the New Hampshire primary will depend heavily on the

number of independent voters who turn out on election day, February 20.

Opinion polls show his appeal among independents is far higher than among registered Republicans, who tend to favour Mr Dole. But independents are traditionally less likely to vote than registered party members.

Much will depend on whether Mr Forbes' intensive personal campaign and television advertising in the state will persuade normally reticent voters to go to the polls.

But if media attention on his campaign has undoubtedly boosted his chances in New Hampshire, the opposite is true of Mr Dole.

He has been the focus of almost universally negative media comment since his uninspired reply to President Bill Clinton's state of the union address last week.

The 73-year-old Senator did his campaign no good earlier this week when he inaugurated a new beer called Old Man Ale, feeding concerns that he is too old to be president.

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Victor Hugo

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daily decisions would continually sustain the trust of our customers, over a year ago, most companies within the Group issued a code of business ethics with which everyone must comply.

Why set out in writing something which goes without saying?

Experience has shown that nothing should be taken for granted when it comes to the realities of business. By expressing explicitly our commitments,

we are also providing a guiding light to prevent people from going astray. What commitments does this code of business ethics entail?

It defines our fundamental values. For our customers it means being attentive to their needs,

guaranteeing our quality, and above all, keeping our word. For our shareholders it means protecting their investment. For our staff members it means ensuring mutual respect and developing personal

skills. And across the board, it means transparency.

In more concrete terms?

We encourage a straightforward discussion about problems of "conflicts of interest". Therefore, each company within our Group has appointed a qualified person to answer specific questions. To ensure that our staff members can live by these professional rules, we have established a large-scale training program where people can express their ideas and find solutions in open discussion. Finally, all new staff members, upon signing their contract, commit to the principles of our code of business ethics.

This is what we are implementing. This is how we are striving to make our Group exemplary. This is how we give pride to our 140,000 staff members. This is how we gain the trust of our shareholders and our customers.

Annual report and Code of ethics available on request: fax (33) 1 46 95 55 84.



72 avenue de la Liberté 92753 Nanterre, France

For more than a century, Lyonnaise des Eaux has provided its expertise in environmental services - water supply, distribution and treatment, waste management, energy supply - and in the construction field. The Group operates in more than a hundred countries worldwide and in 1994 generated \$20 billion in revenues.

NEWS: UK

Tunnel chief to accuse governments

By William Lewis
In London



The UK and French governments should discuss "restitution" with Eurotunnel, the Anglo-French operator of the Channel tunnel between England and France. Its UK co-chairman will state today. Sir Alastair Morton will say in a speech to the Engineering Council in London that "certain promises have not been delivered" by either the French or UK governments and that "restitution needs to be discussed".

Sir Alastair's comments come as Eurotunnel is in negotiations with its banks over repayment of £28m (\$32.1bn) of debt. The company may ask a French court to appoint a mediator to handle the negotiations with its banks following a warning by its auditor that it is in danger of becoming technically insolvent.

In his speech today Sir Alastair will criticise Conservative government ministers for "having changed the parameters of the project during its construction and early life". Mr Michael Heseltine, the deputy prime minister, is due to give a speech at the forum following Sir Alastair.

Sir Alastair will give three examples:

- Ministers were able to force more safety provision into the design and operation of the tunnel without paying for it.
- British Rail, the state network, was broken up "without regard to the delivery of promises of efficient operation and traffic development".
- Duty-free rules for operators of ferries, airports and airliners were "improperly extended beyond January 1 1993 to the heavy disadvantage of the tunnel, without compensation".

Sir Alastair will also target Baroness Thatcher, the former prime minister, who insisted that the tunnel be built unaided by public money. "She

Supporters of the Eurotunnel consortium indicated yesterday that it would not be panicked into producing a last-minute improvement in the terms of its bid for the £28m (£32.1bn) contract to build the Channel tunnel high-speed rail link through the county of Kent, our Transport Correspondent writes. It emerged earlier this week that the British government had started exclusive negotiations with the rival consortium, London & Continental Railways. Eurotunnel supporters said it had been made clear from the outset that the consortium "would not chase this project down." They added: "It is too important to the reputation of the shareholders to win the contract at any price."

Emrall is led by Trafalgar House and EICC. L&C includes Virgin Group, National Express, Bechtel and Ove Arup. A decision on the link for trains between England and France is expected in the next two weeks.

was of course guilty of an extraordinary form of tunnel vision," Sir Alastair will say. "She could not see the blindingly obvious - that the tunnel was no more than a major link in a chain of public sector infrastructures".

In a separate speech yesterday Mr Mike Smith, head of the Business Finance division at the Bank of England (the UK central bank), defended the City of London's traditional voluntary approach to resolving corporate financial crisis, known as London Rules.

Mr Smith said that at companies with internationally diverse groups of lenders "the most effective approach will be some form of international understanding".

Yesterday one of Eurotunnel's banks said it was concerned that London Rules are not being applied to resolve its financial crisis. "They are trying to go down the French court-driven route," it said.

Regulators issue ultimatum to forex dealers

By Norma Cohen in London

Securities regulators have given firms offering speculative foreign exchange dealing services one month to apply for authorisation under the Financial Services Act or face closure.

The move is an attempt to close a loophole allowing activities which have already made retail investors significant losses, and which is on the rise.

Firms which fail to apply may be subject to prosecution and regulators could then put them out of business for operating without authorisation.

The Securities and Investments Board, the City of London's chief regulatory watchdog, yesterday said it had concluded that so-called "rolling spot forex" contracts constitute investment business which, by law, must be specifically authorised under the act. In

rolling spot forex contracts, individuals take positions in foreign exchange markets which can be affected by relatively small changes in currency prices.

The SIB's decision follows months of lobbying by the firms against plans to regulate their business. Some of the firms have been accused by clients of selling complex products to unsophisticated buyers with high commissions. Some individuals managing the firms have previously been the subject of regulatory action by securities regulators, and the SIB said it would take past activities into account when considering applications.

Regulators are aware of 37 firms which offer or plan to offer dealing in rolling spot forex. Of these, 22 are operating in the UK while a further 12 are considering it. Three more are offering similar services elsewhere in Europe

and are considering offering these in the UK as well.

Two other firms offering rolling spot forex - London and Global and Cattley and West - have been placed in liquidation by the Department of Trade and Industry.

None of the 37 has yet applied to become an authorised member of the Securities and Futures Authority, the self-regulatory body which would cover that type of investment activity. However, about a quarter are said to have told regulators of their intention to apply.

Under the Financial Services Act, forward foreign exchange contracts of seven days or fewer are exempt from specific regulation.

However, firms have been selling the contracts on a "rolling" basis, meaning that on expiry, the contract is immedi-

ately rolled into a new one. The SIB, after consulting lawyers, the Bank of England (the UK central bank) and the Treasury, has concluded that the short-term nature of the contracts may well be a "sham". As a practical matter, the contracts are for much longer than seven days and therefore their sale must be regulated.

The SFA said it intends to set up a dedicated team to handle applications. Although a firm may operate unauthorised while its application is pending, the SFA said it would take steps to close a firm prior to a final decision if it believed the public was endangered. Clients dealing with unapproved firms are not covered by the Investors Compensation Scheme.

Several of the affected firms are expected to mount legal challenges to the SIB's ruling.

Two jailed and barred from being directors

By John Mason,
Law Courts Correspondent

Two company directors convicted of a £38m (\$57m) computer leasing fraud were jailed for a total of 8½ years yesterday.

Mr Leonard Bartlett, the former chairman of the ICS Group, a computer leasing company based in Kingston-upon-Thames, south-west London, was sentenced to five years after being convicted of fraudulent trading and other offences. Mr Iain Mackintosh, the company's finance director, was jailed for 3½ years after pleading guilty to similar charges. Each man was barred from being a company director for seven years.

The firms operated by the two men involved "double funding" leases. Having leased a computer to a client, the two men would either sell on the leasing agreement to a financial institution, giving ICS immediate part-payment, or use the agreements as collateral for loans.

The leasing agreements would then be dishonestly sold a second time to other financial institutions to raise further money. The money raised by the fraud was used to fund the expansion of the ICS Group into the yacht charter and villa rental businesses. ICS was put into liquidation in January 1991 by its own directors and a police investigation followed.

The judge told Mr Bartlett: "You were riding high, but then the computer leasing market changed overnight... you put first your determination to be, and seen to be, a high-flying entrepreneur."

Detective Inspector Peter Woodward, who spent five years investigating the case, said outside the court in London: "This is the largest case of its kind to come to light. Effectively, they were robbing Peter to pay Paul, always hoping for the big break to cover up their dishonesty. But it never came and they found themselves caught in a vicious circle of ever-increasing debt."

Narrowing of trade gap eases fears over exports

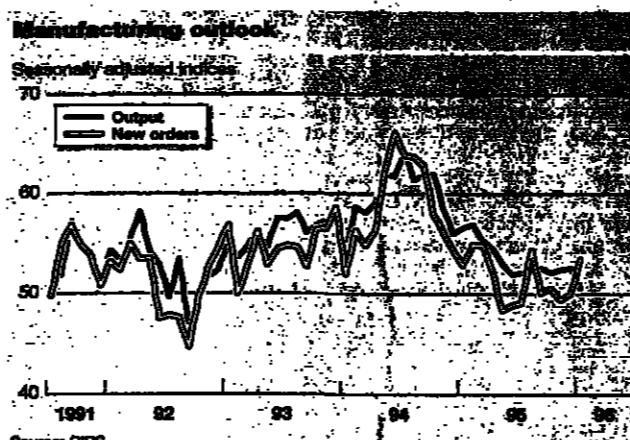
By Gillian Tett,
Economics Correspondent

Britain's trade gap with the rest of the world was sliced by two-thirds in November, easing fears that the recent slowdown in mainland European markets might seriously damage British exporters.

The better-than-expected figures reassured financial markets that the UK was not yet heading back towards a large trade deficit. Overall, the gap in traded goods was a seasonally adjusted £567m compared with £1.6bn in October.

The data were flattered by some erratic exports of diamonds and ships. However, the figures showed that UK sales were rising in most mainland European countries in spite of the weaker pattern of growth in those countries. The trade deficit with European Union countries shrank to £1.3bn in November, its lowest level for more than two years.

But with export growth still weaker than in 1994, industry groups warned that the real impact of the slowdown in mainland Europe may be yet to come. Ms Kate Barker, chief economist with the Confederation of British Industry, said: "Talking to companies around the country, it seems that concern about the European situation has really sharpened since the start of this year."



A reading below 50 in the purchasing managers' index indicates contraction in output compared with the previous month.

Meanwhile, a survey of purchasing managers showed that, though new orders rose in January, production levels were flat and jobs were cut for the first time in two years. These diverse signals will fuel the debate about whether the recent weak manufacturing growth reflects a temporary lull or a more serious downturn. The graphic above illustrates details of the survey from the Chartered Institute of Purchasing and Supply.

Some economists fear that manufacturers are cutting production as customers across Europe meet demand from stocks of unsold goods rather than placing fresh orders.

However, British ministers argue that this type of de-stocking will have only a limited impact on UK manufacturers. In particular, the Treasury hopes that de-stocking will primarily lead to lower levels of imports rather than weaker UK production.

Yesterday's figures gave some backing to this view. The level of imports into the UK economy fell 2.5 per cent in November, the Central Statistical Office said. The volume of imports was 0.4 per cent lower in the three months to November compared with the previous three months.

Hostility to N Ireland assembly may start to ease

By John Kampfner,
Chief Political Correspondent

The British government expressed confidence last night that it was beginning to overcome hostility to its plan for elections to a constitutional convention for Northern Ireland.

Ministers held their most intensive series of talks in an attempt to win round the government of the Republic of Ireland and nationalist parties in Northern Ireland to the election idea. It was disclosed by Mr John Major, the British prime minister, after the report of the Mitchell commission a week ago.

Mr David Trimble spent more than an hour with the prime minister discussing the proposals. He added: "We had an open, honest, and I feel constructive discussion on the obvious differences of emphasis that the two governments have placed on the report."

Sir Patrick said that the original deadline for all-party talks, by the end of the month, was unlikely to be met.

But, with dialogue expected to resume next week with all the main party leaders in Northern Ireland, the emphasis appears to be shifting away from the principle of a convention to the practicalities.

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Nuvis 75i

Nuvis mini

INTERNATIONAL COMPANIES AND FINANCE

Strong debut for BankWest with 22% gain

By Nikki Tait
in Sydney

Shares in BankWest, the Perth-based regional bank which was bought by Bank of Scotland for A\$900m (US\$671.6m) last year, made a strong debut on the Australian stock market, going to an immediate 22 per cent premium over their offer price.

BankWest shares opened at A\$2.515, and reached a high of A\$2.74 at one stage. They closed at A\$2.68, a level which capitalises the bank at A\$1.12bn.

The increased capitalisation places it within the Australian Stock Exchange's top 50 companies.

During the first two hours of trading, around 30m shares - almost 7 per cent of the equity - changed hands.

The shares had been expected to go to a premium after there was heavy demand from investors for the 49 per cent of the bank's equity which Bank of Scotland agreed to float on the stock market when it bought the institution from the Western Australian state government.

However, the closing price was at the upper end of pre-flight estimates by analysts.

The successful launch of BankWest on the stock

exchange may help to dissipate some of the scepticism in the UK which surrounded the Bank of Scotland purchase last year - although this probably owed something to the strong share performance of the Australian banking sector generally in recent weeks.

Yesterday, Tim Warwick Kent, BankWest's managing director, said that the launch "augured well for the future of the bank's success", but added that "one has obviously to be cautious at this moment".

"We were helped by the strength of the banking sector, but we have no reason to change our forecasts in the coming months," he said.

Moody's, the US ratings agency, has upgraded the debt ratings of Westpac, the large Australian bank, saying that this was based "on the soundness of Westpac's asset quality and on the improvement in its controls and systems, which enhance its prominent domestic franchise."

The long-term debt rating at the bank, which was hit in the early 1990s was hit by bad debts and an ailing property portfolio, is raised from A1 to A3.

The upgrade came a day before the bank faces "stop-work" meetings, affecting some 17,000 employees around Australia over a wage claim.

Asset sales at Pancon to raise A\$400m

By Nikki Tait

Pancontinental Mining, the Australian mining group, is to raise more than A\$400m (US\$300m) through the sale of its non-gold mining assets - with the bulk of these going to Remson Gold Fields, in which Hanson of the UK has a 40 per cent stake.

The sale follows the takeover of Pancon by Goldfields, a new company formed by Remson last year. Originally, once the bid was completed, Remson intended to transfer its own gold assets plus those of Pancon to Goldfields, and then move Pancon's non-gold assets into its own portfolio.

But the bid was bitterly contested and Goldfields only obtained a 37.6 per cent stake in its target. This meant that it could not mop up minority shareholders and the non-gold assets could not automatically be transferred to Remson.

Instead, Goldfields was obliged to put Pancon's non-gold assets up for auction, and Remson was forced to submit competitive bids.

Yesterday, Pancon said that, as a result of the auction, it expected to sell its Thalanga zinc/copper/lead mine to Remson for A\$120m, and its 5.56 per cent interest in the Central Queensland Coal Associates and Gregory Coal joint ventures to the same buyer for A\$232m.

The two smaller interests - the Lady Loretta base metals project and the Wodonga tantalum joint venture - will be sold to Triako Resources and Shao Mining International respectively. The prices would be A\$28.5m for Lady Loretta, and A\$5.2m for Wodonga.

The remaining interest for Pancon was a 40 per cent participating stake in the Queensland Magnesia joint venture, at Kunwarara. Pancon said three interested buyers had been shortlisted, but that the bid deadline had been extended to March.

Pancon will use the sale proceeds to repay debt - set at A\$164m at end-December, net of any cash - and then distribute remaining funds among its shareholders.

Pancon chose what it saw as

the necessary road to survival over its pride.

Survey shows the company has doubled its share of the domestic market, overtaking US groups IBM, Compaq and Apple, reports Michiyo Nakamoto

lyst at WestLB Securities Pacific in Tokyo, believes Fujitsu could take a 30 per cent market share in fiscal 1996.

But leadership in the Japanese PC market is not the final goal for Fujitsu.

"PCs are a thankless business with razor-thin margins," said a Fujitsu spokesman.

But PCs are crucial to Fujitsu because of what they provide the company in its other, more profitable businesses, namely infrastructure and network products.

As PCs spread among consumers, demand is growing for servers, which are used in corporate offices and in networks, and for mainframes. Fujitsu is a leading manufacturer of both products. It has an advantage over competitors if it is able to offer PCs, servers and mainframes as a package to corporate customers.

More PCs also mean more demand for system engineers, of which Fujitsu has 20,000 on its payroll, according to the company.

In addition, corporate demand for use of its network, Nifty-Serve, which is a joint venture with Nissho Iwai, a trading company, has been strong.

The largest network in Japan, Nifty-Serve itself is a \$200m to \$300m business with gross margins of 30 per cent and is expected to grow even more strongly this year.

In the home market, the spread of PCs helps Fujitsu sell its services, network, peripherals and software.

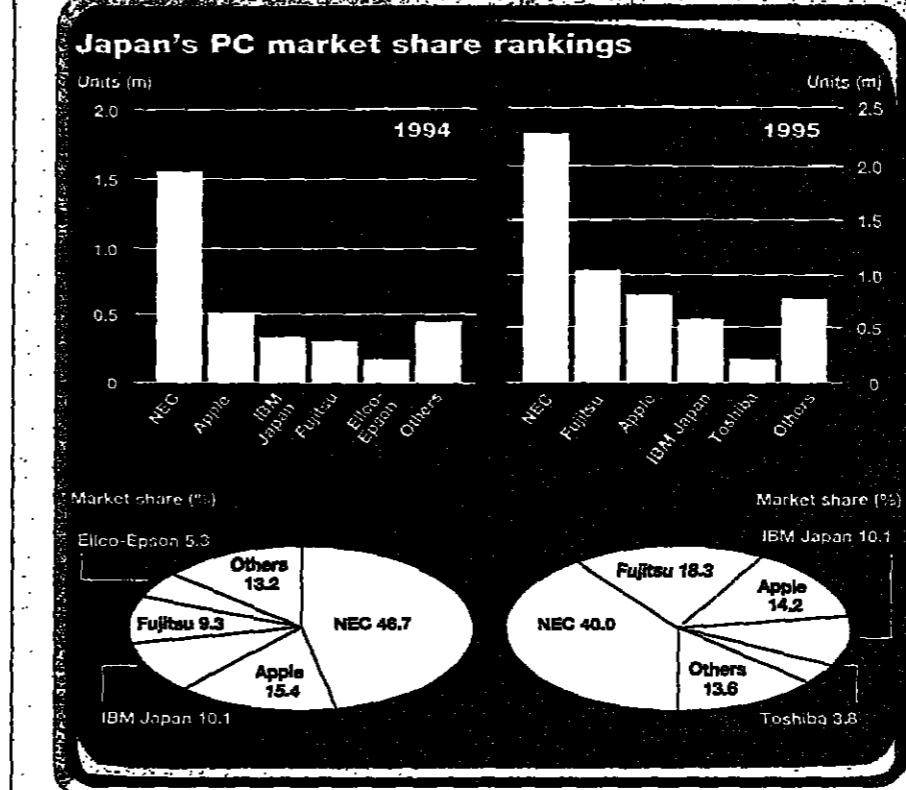
Just as important, the PC business also provides Fujitsu with information on how people are using their PCs, which in turn gives it knowledge of how to develop its other computer and network businesses.

Fujitsu's ambitions are not restricted to Japan. "This is the first full year that we will attack world markets," according to Fujitsu.

It has already started its offensive in Europe with ICL, its UK subsidiary. The two companies are also jointly building up business in the Asian market outside Japan.

This year, Fujitsu plans to expand its PC business in the US market, which will no doubt be its toughest test.

To date only Toshiba among Japanese computer makers has made a mark in the US.



Source: Dataquest

to the Internet, word processor, spreadsheets and games.

The company reckons that in order to maintain a healthy PC business it needs gross margins of at least 20 per cent, so it plans to double production capacity and sales outlets this year.

These efforts have paid off

'If we're not a leader in this business, which is the fastest growing part of the industry, we can't be a leading computer company'

"Compaq shock" of 1993 when the US company launched a similar price-cutting campaign worldwide.

Fujitsu also attracted buyers by becoming the first in the Japanese market to pre-package its PCs with a wide range of software with its PCs, such as software to sign-up to its own network and

become a significant threat to NEC, which in 1994 sold more than five times as many PCs as did Fujitsu, according to Dataquest.

Fujitsu says its PCs are sold at break-even prices, although it admits that these calculations do not take in to account the heavy investments

Sharp profits reverse for Thai stockbroker

By Ted Bardecko
in Bangkok

Phatra Thanakit, Thailand's third largest finance and securities company in terms of assets, announced that 1995 net profit fell 20 per cent compared with 1994, to Bt1.5bn (\$75.4m). Full financial figures were not released.

Analysts attributed the profit decline to a 34 per cent fall in brokerage revenues due to lower market turnover, and a fall in market share from 5.7 per cent to 5.5 per cent. This drop occurred partly as a

result of a loss of business from S.G. Warburg after it was acquired by Swiss Banking Corporation, which owns 40 per cent of a competing Thai finance company, Premier.

Net interest income at Phatra also declined about Bt200m, analysts said. Profit growth would have been stronger in 1995 had there not been substantial exceptional gains in 1994 due to real estate disposal, they added.

The company said it would pay a six-month dividend of Bt1.90 a share for the period ended December 31.

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INTERNATIONAL COMPANIES AND FINANCE

AMERICAS NEWS DIGEST

Kmart launches stock shake-up

Kmart, the struggling US discount store group, yesterday announced a merchandising shake-up in an attempt to get more attractive products on its shelves. As part of the reorganisation, it said Ms Michele Fortune, general merchandise manager for ladies' apparel and fashion accessories, and Mr William Parker, general merchandise manager for home decor, were leaving "to pursue other interests".

Kmart is suffering from acute financial difficulties because of its failure to compete with Wal-Mart Stores and other, more successful, discount store groups. Mr Floyd Hall, who was brought in as the new chairman and chief executive last year, has been criticised for not acting quickly enough to turn the company round.

With the restructuring, Kmart's general merchandise managers for softlines, hardlines and consumables will report to Mr Warren Flick, general merchandise manager for Kmart's US stores.

Richard Tomkisz, New York

Whirlpool tumbles 81%

Whirlpool, the US white goods manufacturer, confirmed its gloomy forecast for the fourth quarter with an 81 per cent slump in net earnings to \$18m, or 25 cents a share, on sales unchanged at \$2.1bn.

The company said it expected "solid improvement" this year, but warned of a lower year-on-year comparison in the first quarter.

Whirlpool said it expected a 1 per cent rise in industry shipments in the US this year, and continued strong demand in Asia and Latin America. In Europe, it expected higher margins, despite economic sluggishness, because of re-designed products and cost savings.

For the full year, earnings were \$203m, or \$2.80 a share, down 37 per cent before exceptional items. Sales were up 3 per cent to \$8.4bn. Whirlpool's shares rose 1% to \$85 in early trading.

Tony Jackson, New York

Accountants plan new arm

Deloitte Touche Tohmatsu International, the global accountancy organisation, yesterday took the first step towards developing a global consultancy arm from within its own ranks. Deloitte & Touche in the UK will link its consultancy practice with Deloitte & Touche Consulting Group in the US and Canada.

Mr Pat Laconio, who will head the new global consultancy of Deloitte & Touche Consulting Group, said consultancy practices in Europe, Australia, South Africa, and the Pacific rim would follow within two years. The combined revenues of the global organisation's consultancy arms in 1995 were \$1.4bn.

The move is primarily in response to clients' requests for consultancy services to operate across borders. The new structure, which will eventually place all consultancy partners in the same global profit pool, may also protect the new firm from legal claims made against the audit and accounting side of the business.

Jim Kelly, Accountancy Correspondent

Light auction rescheduled

Brazil's National Privatisation Council (CND) has rescheduled the privatisation auction of federal power distributor Light to April 18 from a March 13. The CND, a government body, had been widely expected to postpone the auction in response to concerns from investors who have said they need more time to muster the necessary cash for what should prove Brazil's biggest privatisation to date.

Reuter, Rio de Janeiro

REDEMPTION NOTICE

YCM Investments N.V.

U.S. \$70,000,000

Guaranteed Secured Floating Rate Notes Due 2001

Issued April 12, 1990

NOTICE IS HEREBY GIVEN that pursuant to Section 9.02 and 9.05 of the Indenture, U.S. \$3,000,000 in principal amount of the YCM Investments N.V. Guaranteed Secured Floating Rate Notes (the "Senior Notes") issued and outstanding are to be called for redemption on March 20, 1996 (the "Mandatory Redemption Date") (such redeemed Senior Notes hereinafter referred to as the "Redeemed Senior Notes"). The Redeemed Senior Notes shall be referred to as the "Title." "Mandatory Redemption Price" means the outstanding principal amount of such Notes together with accrued and unpaid interest thereon at 6.0625% through the Mandatory Redemption Date. The Mandatory Redemption Price will become due and payable upon U.S. \$30,000,000 in principal amount of Senior Notes. The amount payable in respect of the Redeemed Senior Notes shall be limited to the Mandatory Redemption Price and interest on such Redeemed Senior Notes shall cease to accrue on the Mandatory Redemption Date.

The Redeemed Senior Notes were selected by the Trustee by lot from the outstanding Senior Notes. The particular Notes to be redeemed bear the following certificate numbers:

16 175 151 365 554 221 640 677 694
49 173 273 383 474 330 526 646 674 695
160 165 314 412 485 532 634 665 677 697

Payment shall be made on or after March 20, 1996 upon delivery to the Paying Agent of the Redeemed Senior Notes together with all unmatured coupons. Please insure safe delivery by appropriate means to one of the following Paying Agents outside the United States:

Banque Générale du Luxembourg S.A. Generale Bank
30, Avenue J. F. Kennedy 3 Montagne du Pas, B-1000 Brussels
L-2951 Luxembourg Belgium

Banque Générale du Luxembourg (Suisse) S.A.
57 Reussweg, CH-8023 Zurich Switzerland

IMPORTANT

If the Redeemed Senior Notes are not paid on the Mandatory Redemption Date, such Senior Note shall remain outstanding, and such non-payment shall not constitute an Event of Default.

By: Texas Commerce Bank National Association
as Trustee on Behalf of
YCM Investments N.V.

Dated February 2, 1996

RPS

Residential Property Securities No.4 PLC

£290,000,000

Class A1 Notes

Class A2 Notes

Mortgage Backed Floating Rate Notes due 2023

In accordance with the provisions of the Notes, notice is hereby given that for the three month period 31st January 1996 to 30th April 1996, the Class A1 Notes and Class A2 Notes will carry an interest rate of 6.465% and 6.5375% per annum respectively. The interest payable per £100,000 Note will be £1,127.86 for the Class A1 Notes and £1,607.58 for the Class A2 Notes.

Temple Court Mortgages (No. 1) PLC

£175,000,000

Mortgage Backed Floating Rate Notes 2029

The rate of interest for the period 31st January 1996 to 30th April, 1996 has been fixed at 6.5625 per cent. per annum. Coupon No. 23 will therefore be payable on 30th April, 1996 at £161.57 per coupon.

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CITY INDEX

Credit card groups to co-operate on Internet security

By Louise Kehoe
in San Francisco

Visa International and MasterCard International, the credit card associations, have agreed to collaborate in creating a system to ensure the security of credit card transactions on the Internet.

The move is expected to accelerate the development of electronic commerce and bolster consumer confidence in the security of shopping on cyberspace.

In agreeing to a single standard, Visa and MasterCard have resolved dispute that surfaced last September when each separately announced its own approach to processing credit card payments in cyberspace.

News of the contract to sup-

ply the Ford CW-170 project - a replacement for the company's Escort models, currently made to different designs on either side of the Atlantic - comes as Johnson attempts to inch ahead of Lear Seating, its rival in the seat market.

Both companies have annual sales in car seating and related products, such as plastic roof linings, of about \$4bn a year.

The two groups will now join forces to develop a single standard.

This will enable consumers and merchants to conduct bank card transactions in cyberspace more easily, they said yesterday.

Visa and MasterCard said they would publish the technical specifications of the payment system, called the Secure Electronic Transactions specification, in mid-February and make the software code freely available shortly afterwards.

"This is the first step in making cyberspace an attractive venture for banks and merchants," said Mr Edmund Jensen, president and chief executive of Visa International.

"A single standard limits unnecessary costs and builds the business case for doing business on the Internet."

The card associations will separately conduct tests of SET with consumers, merchants and financial institutions, followed by a joint test.

Success is by no means assured. Depressed international prices for non-ferrous metals and the strength of Brazil's currency are causing problems for the mining and metallurgy industry, which depends largely on exports. The companies suffer other difficulties.

Netscape shares drop after Internet buy

By Louise Kehoe
in San Francisco

Shares of Netscape Communications, the US Internet software company, dropped \$12 to \$152½ in early trading yesterday, despite reporting an 88 per cent jump in fourth-quarter revenues.

The share fall may have been influenced by the dilutive effect of an acquisition, announced late yesterday. Netscape is to acquire InSoft, a developer of audio and video

software for the Internet, for newly-issued shares valued at about \$150m.

Netscape's revenue growth was fuelled by rapid growth in business use of the global Internet and internal corporate "Intranets" based on the same software.

Completing its first full year of operations, the company reported fourth-quarter revenues of \$40.8m, up from \$22m in the third quarter.

In the same period a year ago, before Netscape began

selling most of its current products, it recorded revenues of \$1.2m.

Net income for the fourth quarter of \$2.4m, or 6 cents a share, compared with \$600,000, or 2 cents, in the previous quarter. For the same period a year ago, the company recorded a net loss of \$7.5m, or 22 cents.

The company reported a net loss for the year of \$3.4m, or 9 cents, on revenues of \$80.7m.

The results included a charge of \$2m related to the

acquisition of Collabra Software, another Internet software company.

"Netscape has shown tremendous growth in its first full year of product shipments, becoming what we believe to be one of the fastest-growing companies in history based on first-year revenues," Mr Barksdale added.

About two-thirds of Netscape's fourth-quarter revenues came from corporate customers, Mr Barksdale said.

The business market for Internet software is "really beginning to take off," he added.

"Netscape has shown tremendous growth in its first full year of product shipments, becoming what we believe to be one of the fastest-growing companies in history based on first-year revenues," Mr Barksdale added.

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The business market for Internet software is "really beginning to take off," he added.

Johnson Controls near Ford 'world car' deal

By Peter Marsh

Johnson Controls, the US maker of car seats, is close to winning a contract to make seats for a new Ford "world car" that could be worth up to \$600m a year.

The seats for the CW-170 project would be made from about 1998. They would be produced largely in existing Johnson plants in North America and Europe.

Including joint ventures, Johnson has 11 factories in Britain, where the company employs about 3,000 people - out of a European workforce of roughly 7,000. Johnson's UK factories could be responsible for almost a quarter of the entire CW-170 seat output.

Johnson and Lear between them account for roughly half

of the automotive suppliers worldwide.

The seats for the CW-170 project would be made from about 1998. They would be produced largely in existing Johnson plants in North America and Europe.

Including joint ventures,

Johnson has 11 factories in

manufacturing industry in North America and Europe. Each company claims number one position.

Their combined share of the seat "outsourcing" market in North America and Europe - that section of the industry which is controlled by independent seat makers as opposed to the car companies themselves - is put at about 70 per cent.

In recent years, Johnson has established strong links with Ford in Europe, winning a contract to supply seats to existing versions of Ford's Fiesta and Escort models made in the UK, Germany and Spain.

Ford would not comment on

the contract for the CW-170.

expected to be made to the same basic design in North America and Europe. However, an automotive industry official close to the discussions said:

"Johnson has as good as won the contract." The deal is expected to be concluded in the next few months.

Since the mid-1980s, most car companies have switched from making virtually all their seats themselves to contracting out a large part of the job. The switch has given both Johnson and Lear the opportunity for rapid sales growth, helped by an aggressive acquisition strategy by both companies.

Last year, Lear bought Auto-

mobile Industries, a US sup-

plier of interior trim products which are seen as complementary to seating, for \$26m. Johnson recently paid an estimated \$18m for a 75 per cent stake in Roth Fries, a large French seat maker which is a big supplier to Renault.

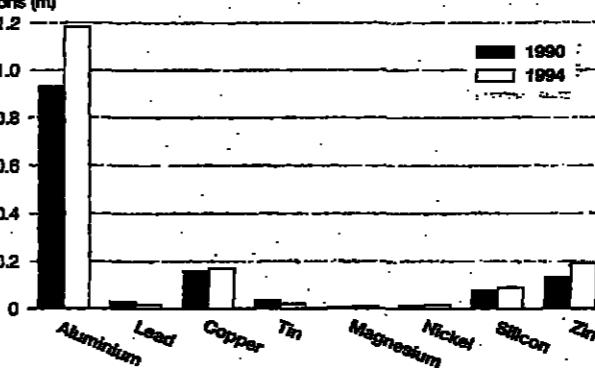
Lear has put particular emphasis on expanding in emerging markets for cars, in South America and in eastern Asia outside Japan.

In an interview, Mr Ken Way, Lear chairman and chief executive, said he hoped that by 2000 the company would have sales in these regions of about \$700m a year, a roughly fivefold increase on the current position.

Brazil plans to raise non-ferrous potential

A disparate group of companies is being brought together to form a driving force

Brazilian non-ferrous metal production



producer with estimated 1995 profits of \$50m on turnover of \$514m, will be bought for \$150m (a remaining third of its voting stock is held by BNDES, the national development bank, which will swap it for a 14 per cent stake in CBMNF).

Leading the buyers is Previ, the pension fund of government-controlled Banco do Brasil. Four other public and private sector funds have smaller stakes, and Previ hopes other investors will join before the deal is finalised. The original deadline of January 31 is likely to be stretched to the middle of February and further delays are possible. A number of decisions remain to be taken, such as where the new company's headquarters will be based.

Taken individually, the companies do not look like much of a catch. The pension funds acquired control of Eluma when they bought all of a \$30m stock issue last June; it is family-run and debt-ridden, and is estimated to have broken even last year on turnover of \$182m. The company makes copper, brass and bronze products, and is a customer of the other three.

Half the price of the other companies was paid in December, with the remainder due on completion of the deal.

Zinc producer Parabuana, with estimated losses last year of \$35m on turnover of \$22m, is also family-run, deep in debt and considered far from efficient by industry analysts. Although it had a net worth at the end of 1995 of \$22m, the funds will buy 100 per cent of its voting stock for just \$52m, a price that includes

COMPANY NEWS: UK

Agreed £177m takeover creates one of the largest credit insurers

SFAC buys Trade Indemnity

By Ralph Atkins in London and Andrew Jack in Paris

Trade Indemnity, the credit insurer, yesterday announced an agreed £177.3m (\$273m) takeover by Compagnie Financière SFAC - which would leave the UK credit insurance market controlled almost entirely by foreign-owned groups.

The deal ends a tumultuous chapter for Trade Indemnity, which suffered heavy losses during the last recession and saw the short-term insurance arm of the government's Export Credits Guarantee Department acquired in 1991

by its Dutch rival, NCM.

The SFAC takeover would create one of the world's largest credit insurers.

The companies said it would allow the joint development of information technology and the combined group would be better set to meet the increasing demands of multinational clients.

Undertakings to accept the cash offer have been received from investors representing 53 per cent of the shares. These are insurers Commercial Union, Guardian Royal Exchange, Munich Re and Swiss Re.

SFAC's main activity is

French domestic credit insurance, but it has a 17 per cent stake in Coface, the French export insurer. The group is 49.9 per cent controlled by the state-owned Assurances Générales de France, with reinsurers including Scor, Swiss Re and SAFR having stakes.

Following the deal, only minor shares of the UK market will be held by locally-owned short-term credit insurers - principally Sun Alliance and Lloyd's of London syndicates. Trade Indemnity claims a 44.2 per cent market share and thinks that NCM accounts for further 35.5 per cent.

But Mr John Bishop, who

became Trade Indemnity chief executive in September, said it had worked closely with SFAC for some years. "Issues of nationality cease to be important. What is important is the quality of service."

In a separate move Coface LBF, the UK arm of the French insurer, announced it had joined Trade Indemnity and NCM in being eligible to "top-up" reinsurance from the ECGD. This, it claimed, would allow Coface to compete on the same terms as its UK rivals.

SFAC is offering 97p a share and Trade Indemnity shareholders will receive a second interim dividend of 1.4p.

Molecular acquires three US concerns

By Daniel Green

Oxford Molecular, which writes software for the pharmaceuticals industry, is to buy three US companies worth \$13.6m and a 1-for-7 rights issue to raise £16.2m (\$25m).

The market welcomed the moves and the shares rose 13p to 32p on Wednesday, after the announcement, against the rights price of 23p and a price a year ago of less than 90p.

Mr Tony Marchington, chief executive, said that yesterday was "the most important day for the company since flotation" in April 1994.

Revenues would come largely from licence fees from

drugs companies and contracts to operate networks within those companies.

The businesses being acquired are:

- the Baltimore, Maryland, Chemical Informatics division of PSI International which provides software for the management of chemical information. It had sales of \$774,000 in 1995.

- MacVector of Eastman Kodak, Rochester NY, which sells software for DNA sequencing. Sales in 1995 were \$1m.

- Health Designs, also in Rochester, which makes toxicology prediction software. Sales were \$334,000 in 1994/95.

The rights issue is underwritten by Baring Brothers.

Poised for fresh foray into UK?

Michael Lindemann on Gehe as it mulls over a Lloyds Chemists bid



Dieter Kämmerer: considerable practice at acquisitions

As Mr Dieter Kämmerer sits in his Stuttgart office contemplating whether or not to bid for Lloyds Chemists, the UK retailer already subject to a £528m offer from UniChem, one thought is uppermost.

Tony chief executive of Gehe, Europe's largest pharmaceutical wholesaler, ventured into the UK market last May when he bought AAF for £400m and he has had no cause to complain. "We've had an excellent experience with our acquisition," he said. "Our estimates turned out to be correct. In fact, in terms of AAF's core business, the results have been better than expected."

There is some reason, then, to suppose that Lloyds would be a sensible further UK acquisition. AAF's activities are mainly in the wholesale business but it also has a network of pharmacies. At Lloyds, the balance is tipped the other way, suggesting that the two are "rather complementary". As the 58-year-old Mr Kämmerer puts it.

Gehe and Lloyds are still in talks after the German company requested confidential financial information earlier this week. But Mr Kämmerer is not letting slip any further information.

He says Gehe has until February 14 to make a bid. Analysts suspect it would have to be in the range of 450p-500p a share to knock out the 408p friendly bid tabled by UniChem, the UK's leading pharmaceuticals wholesaler.

Apart from offering more,

ERF warns and reduces S Africa holding to 30%

By John Griffiths

Shares in ERF, the heavy truck maker, plunged 60p to 182p yesterday, after the company warned that profits would be significantly lower than forecast this year because of an orders slump in November and December.

The warning coincided with ERF announcing its was cutting its holding in ERF South Africa, its South African subsidiary, from 56.1 per cent to 30 per cent. It will provide the UK company with a net cash injection of about £2.3m (£3.5m), to be used to cut debt.

However, Mr Colin Fuller, finance director, said yesterday that the South Africa restructuring had been planned well before the unexpected drop in orders at the end of last year. He stressed that it was directed at increasing ERF's presence in South Africa.

ERF's banking business

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The drivers to the business

Misys rises 11% boosted by ACT acquisition

By Christopher Price

Shares in Misys rose 11 per cent yesterday after the accountancy software group reported a 71 per cent rise in interim pre-tax profits, boosted by the purchase last year of ACT Group.

The rise, from £11.2m to £19.2m, was struck following a more than doubling of turnover to £129.5m in the six months to November 30.

The shares rose 62p to 337p. Misys supplies software products to banks and insurance groups, as well as other institutions such as universities, stockbrokers and hospitals.

The purchase of ACT last April for £193.3m benefited Misys' banking business. Sales rose four-fold to £51.8m, and operating profits jumped from £2.26m to £12.5m. The division's share of group profits rose from 20 to 35 per cent.

Mr Kevin Lomax, chairman, said the assimilation of ACT had exceeded expectations and the increased banking order book should benefit the second half.

The drivers to the business

continued to be in the emerg-

ing markets, with south-east Asia particularly strong as national and private banks strove to update accounting systems.

India and Africa had also seen strong improvement in sales, and an office had been opened in Miami to facilitate opportunities in South America.

However, the more mature western markets had also been firm, as banks and other financial institutions sought to improve their accounting systems to include new instruments such as derivatives.

Profits in the insurance business fell to £6.01m (£5.2m) on turnover 8 per cent up at

£13.05m.

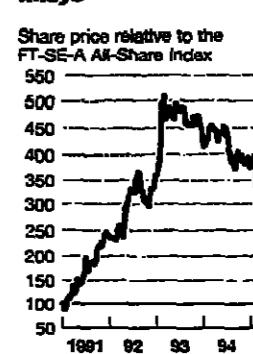
Mr Lomax said profits had been restrained by a big investment programme, the benefits of which should also start to show in the second half.

Research and development expenditure had been running at 22 per cent of divisional turnover, but this had now fallen to 12 per cent.

Mr Lomax said the group was examining areas in which to concentrate resources, with particular reference to international applications.

LEX COMMENT Reassuring Misys

Misys



Source: FT Data

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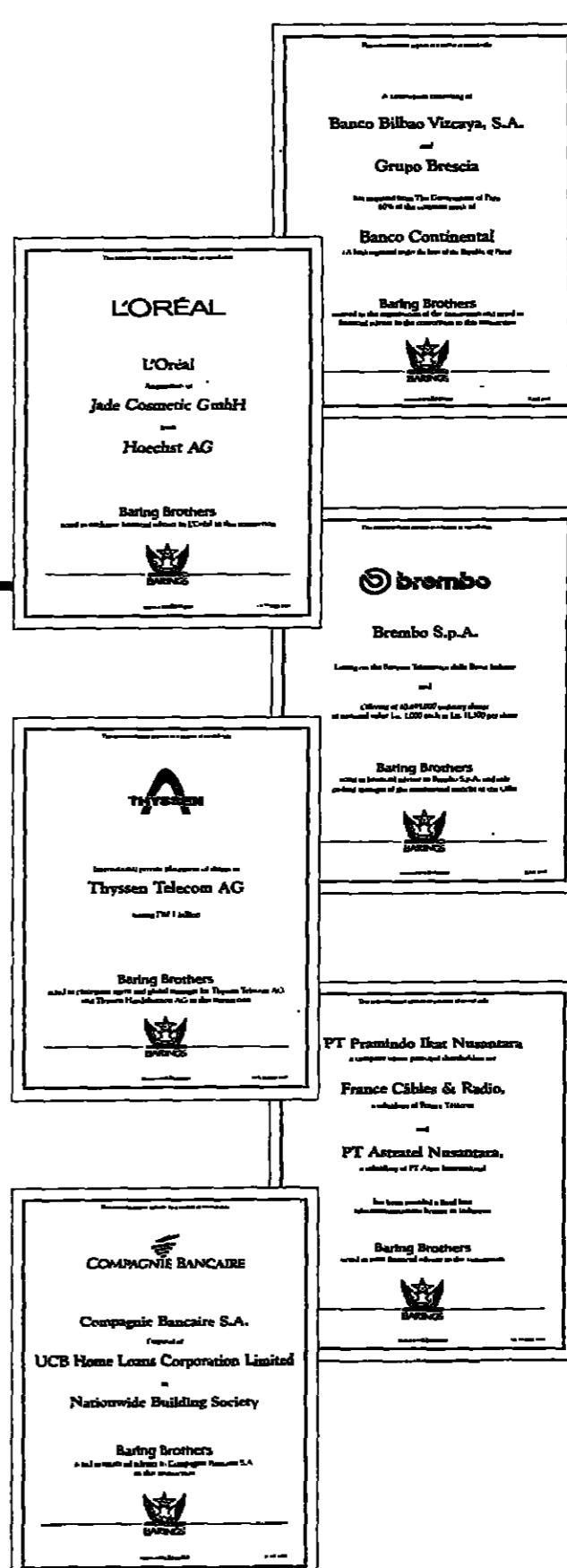
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INTERNATIONAL CAPITAL MARKETS

Further interest rate cuts prompt nervous reactions

By Martin Brice in London and Maggie Urry in New York

European government bond markets reacted nervously to further interest rate cuts while in the US, longer-dated stocks fell on profit-taking following Wednesday's cut in US rates. Traders await non-farm payroll data from the US today.

Mr David Brown, chief European economist at Bear Stearns International, said: "We are in the last phase of a correction and markets are now starting to think of positive news."

However, Mr Stephen Lewis, of the London Bond Broking Company, said bond markets may have reached a turning point. He said: "After the announcement of the rate cut in the US there was a negative market reaction. It could have been profit-taking. It could also reflect the growing feeling among investment strategists that they are going to see

stronger growth in 1997 than expected."

He added: "We are reaching the phase in the cycle where cuts in short-term rates become negative for bonds because they strengthen the case for optimistic growth projections."

GOVERNMENT BONDS

■ German government bonds closed in positive territory after being unsettled by the announcement that the Bundesbank would leave key interest rates unchanged, although the repo rate was cut for the second day running and fixed at 3.3 per cent for two weeks.

Mr Julian Jessop, international economist at HSBC Markets, said: "The markets have run ahead of themselves in expecting the Bundesbank to ease again soon. Nonetheless, the next move is still down."

The curve steepened yesterday, as the yield on two-year paper fell by 5 basis points and that on 10-year paper by 2 basis points, with the spread between the two maturities settling at 227 basis points. On Liffe the March 10-year bond future closed at 100.40, up 0.12. The yield spread of 10-year bonds over Treasuries was static at 22 basis points.

■ French government bonds slipped on news of the 15 basis point cut in the intervention rate because some investors had expected a larger cut, but prices closed firmer.

On Matif the March future settled at 122.80, up 0.02 while March Pibor, which fell on the news, closed up 0.07 to 95.58.

The effect of the rate cut was most evident at the short end, with the yield on one-year paper falling 6 basis points, while on 10-year bonds it moved up 1 point. The spread

over bonds rose 4 basis points to 51.

■ Italian government bonds rallied all along the curve on news that Mr Antonio Mezzacapo had been appointed prime minister designate, with the yield on two-year paper falling 19 basis points and on 10-year bonds by 7 points. The spread over 10-year bonds tightened by 6 points to 426. On Liffe the March future rose 0.22 to 127.75.

■ The US Treasury yield curve steepened sharply yesterday as long-dated stocks fell on profit-taking by hedge funds following Wednesday's interest rate cut, and ahead of next week's record quarterly refunding.

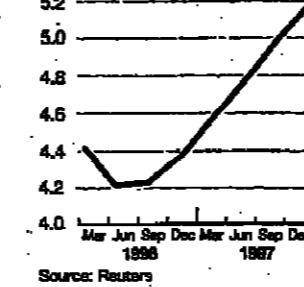
Near midday, the benchmark 30-year Treasury was 4 lower at 111½ to yield 6.65 per cent, while at the short end the two-year note was up ½ at 100½, yielding 4.50 per cent.

The fall at the long end of

the market was in spite of economic news which was broadly positive for bonds. The January report from the National Association of Purchasing Management showed that the manufacturing activity index fell in January from December's 46.0 per cent to 44.2 per cent. A year ago the index stood at around 173 basis points.

Interest rate expectations

Derived from Matif PIBOR futures contracts (%)



Source: Reuters

Slowing economic growth boosts bond prices as the market looks for further rate cuts.

Inflation news was also good, with the consumer price index rising 0.2 per cent and the core index up only 0.1 per cent in December. That took the year-on-year rise in the CPI for 1995 to 2.5 per cent, the lowest annual inflation rate since 1986. Mr Joseph Liro of CIBC Wood Gundy said the benign inflationary environment justified the Fed's easing.

The number of people making initial unemployment claims fell by 25,000 last week to 388,000, a shallower decline than expected.

■ UK government bonds took their lead from bonds and Treasuries and were unaffected by domestic economic data. The March future on Liffe ended up ½ at 110½ while the spread over 10-year bonds was static at around 173 basis points.

S&P joins move by Moody's in rating Gulf states

By Rouda Khalif

US rating agency Standard & Poor's yesterday assigned an investment grade rating to Qatar's foreign currency debt, two days after Moody's awarded the country a below-investment grade rating.

S&P also assigned an investment grade rating to Oman, only one notch below what Moody's received from S&P's this week.

In an effort to expand its bank rating business, Moody's surprised the banking industry on Tuesday by assigning unsolicited sovereign ceilings to all the Gulf states, which closely guard their financial information and consider ratings interference in their domestic affairs.

Bankers and analysts this week expressed surprise at the ratings issued by Moody's, especially the relatively low ceiling awarded to Saudi Arabia. The Kingdom received a Ba3 rating compared with Kuwait and the United Arab Emirates' Ba1 and Oman's Ba2. Below-investment grade ratings for Bahrain and Qatar were also surprisingly low.

Although Moody's has assigned ceilings to financial instruments of institutions based in the country rather than to a country's debt, the agency said the difference was a mere technicality.

"There is a positive aspect to these ratings - that the Middle East is becoming like other countries in the world," said Mr Kevin Taecker of Saudi American Bank. "But the Saudi rating does not give adequate weight and credit to the real advances made by Saudi Arabia in the past few years and fails to recognise the strength of Saudi banks."

Moody's said it was concerned that official reserves

and foreign assets have been drawn down substantially to finance persistent Saudi deficits, and that further moves to constrain public expenditure and increase non-oil revenue will be constrained by the difficulties of imposing austerity measures on the Saudi population.

Saudi Officials played down the impact of the rating pointing out that it was unsolicited, produced without their co-operation, and reliant on public information - which is rather scarce in Saudi Arabia.

They said the rating should not increase the cost of funds of Saudi banks, which are net placers of funds with foreign banks and enjoy close relations with their leaders.

The syndicated loan market treats Saudi Arabia as an A credit, at least three notches above the Moody's rating. Top Saudi banks that regularly tap international inter-bank lines are rated by Capital Intelligence, a Cyprus-based agency, as single A (long term), equivalent to four notches above the Moody's ceiling.

Western bankers say institutions with extensive business in the Middle East have their own ratings of Saudi banks and thus are not likely to pay much attention to the Moody's rating.

In the case of gas rich Qatar, Moody's expressed concern that ambitious gas projects will deplete the country's foreign assets and raise its foreign currency denominated debt. S&P, however, took a longer-term view, estimating that while net external debt will double by 1999, gas projects will stabilise government revenue and support the development of gas-related industrial activities, thereby diversifying Qatar's export base and eventually reversing the growth of the public debt burden.

KfW in DM2.5bn offering

By Conner Middelmann

Basking in the glory of its new BIS zero-risk weighting, Kreditanstalt für Wiederaufbau, the German government-owned development agency, yesterday launched its biggest bond to date.

The DM2.5bn offering is a hybrid structure which combines features of German domestic bonds with eurobond characteristics.

Like a domestic bond, the issue, which is for KfW itself rather than its offshore funding arm, will be eligible as collateral for loans from the Bundesbank, as trustee stock, and for investments by certain insurance companies which may not invest in eurobonds. Furthermore, like bonds, the KfW bonds have no tax-call feature, under which bonds get called if the government imposes a withholding tax.

On the other hand, like euro-

bonds, the paper will be priced today at a spread over bonds of 23 basis points. Moreover, KfW is widely known in the international investment community and the bonds are expected to see broad distribution, especially in Asia, said an official at Dresdner Bank, joint bookrunner with WestLB.

INTERNATIONAL BONDS

The German federal banking supervisory authority last Friday lowered KfW's risk weighting for German banks to zero from 30 per cent, effectively putting its debt on a par with that of the German government.

D-Marks captured a 33.7 per cent market share in January, against the dollar's 27.4 per cent. In the past two years, dollars have made up nearly 40 per cent of issuance while D-Marks accounted for only 9.3 per cent of issuance.

As a result, and in anticipation of similar moves by other OECD authorities, spreads on outstanding KfW D-Mark bonds have narrowed by 2 to 3 basis points.

NEW INTERNATIONAL BOND ISSUES						
Borrower	Amount m.	Coupon %	Price	Maturity	Fees %	Spread bp
Tampopo[6]	93.5	2.00	100.00	Feb.2000	2.25	-
Four Credit Australia	100	7.75	100.885	Mar.2001	2.00	-
Bank Austria	150	5.50	99.918	Feb.1998	0.235	+40(5%-6%)
D-MARKS						
Kreditanstalt für Wiederaufbau	2.5bn	(1)	NR	Feb.2008	3.25R	+236%+0%
Nordic Investment Bank	500	4.275	95.588	Mar.2001	2.50R	+325%+4%
Volkswagen Car Lease No.1[6]	500	(2)	100.000	Jan.1999	1.25R	+271%+0%
SWISS FRANCS						
North East Finance[6]	100	4.25	103.125	Mar.2003	2.50	-
Bank Austria	75	3.50	102.50	Nov.2000	2.00	-
STERLING						
PM No.1, Class A1[d][1]	250	(42)	98.998	Jul.2003	0.08R	-
PM No.1, Class A2[c][2]	200	(44)	99.958	Jul.2003	0.125R	-
PM No.2, Class A3[b][3]	200	(45)	99.988	Dec.2003	0.125R	-
PM No.3, Class A4[a][4]	200	7.875	98.888	Dec.2006	0.350R	+271%+0%
SPANISH PESETAS						
European Investment Bank[e]	15bn	8.90	102.13	Feb.2001	1.625	-
CANADIAN DOLLARS						
GNAC[canadian]	100	6.75	98.75R	Dec.2001	0.30R	+357%+0%
Final terms, not-callable unless stated. Yield spread (over relevant government bond) at launch supplied by lead manager. [W]Withdrew from issue. [F]First浮動利率. [b]1-month Libor +10bp. [c]Acting with Holcim-Tochigi Development Finance, cf Pendleton Mortgages. Originated by Birmingham Midshires B/S 95/1] Callable in Mar.98, 0.1% at 01 Mar. 1.1% at 01 Mar. 1.6% at 01 Mar. 2.1% at 01 Mar. 2.6% at 01 Mar. 3.1% at 01 Mar. 3.6% at 01 Mar. 4.1% at 01 Mar. 4.6% at 01 Mar. 5.1% at 01 Mar. 5.6% at 01 Mar. 6.1% at 01 Mar. 6.6% at 01 Mar. 7.1% at 01 Mar. 7.6% at 01 Mar. 8.1% at 01 Mar. 8.6% at 01 Mar. 9.1% at 01 Mar. 9.6% at 01 Mar. 10.1% at 01 Mar. 10.6% at 01 Mar. 11.1% at 01 Mar. 11.6% at 01 Mar. 12.1% at 01 Mar. 12.6% at 01 Mar. 13.1% at 01 Mar. 13.6% at 01 Mar. 14.1% at 01 Mar. 14.6% at 01 Mar. 15.1% at 01 Mar. 15.6% at 01 Mar. 16.1% at 01 Mar. 16.6% at 01 Mar. 17.1% at 01 Mar. 17.6% at 01 Mar. 18.1% at 01 Mar. 18.6% at 01 Mar. 19.1% at 01 Mar. 19.6% at 01 Mar. 20.1% at 01 Mar. 20.6% at 01 Mar. 21.1% at 01 Mar. 21.6% at 01 Mar. 22.1% at 01 Mar. 22.6% at 01 Mar. 23.1% at 01 Mar. 23.6% at 01 Mar. 24.1% at 01 Mar. 24.6% at 01 Mar. 25.1% at 01 Mar. 25.6% at 01 Mar. 26.1% at 01 Mar. 26.6% at 01 Mar. 27.1% at 01 Mar. 27.6% at 01 Mar. 28.1% at 01 Mar. 28.6% at 01 Mar. 29.1% at 01 Mar. 29.6% at 01 Mar. 30.1% at 01 Mar. 30.6% at 01 Mar. 31.1% at 01 Mar. 31.6% at 01 Mar. 32.1% at 01 Mar. 32.6% at 01 Mar. 33.1% at 01 Mar. 33.6% at 01 Mar. 34.1% at 01 Mar. 34.6% at 01 Mar. 35.1% at 01 Mar. 35.6% at 01 Mar. 36.1% at 01 Mar. 36.6% at 01 Mar. 37.1% at 01 Mar. 37.6% at 01 Mar. 38.1% at 01 Mar. 38.6% at 01 Mar. 39.1% at 01 Mar. 39.6% at 01 Mar. 40.1% at 01 Mar. 40.6% at 01 Mar. 41.1% at 01 Mar. 41.6% at 01 Mar. 42.1% at 01 Mar. 42.6% at 01 Mar. 43.1% at 01 Mar. 43.6% at 01 Mar. 44.1% at 01 Mar. 44.6% at 01 Mar. 45.1% at 01 Mar. 45.6% at 01 Mar. 46.1% at 01 Mar. 46.6% at 01 Mar. 47.1% at 01 Mar. 47.6% at 01 Mar. 48.1% at 01 Mar. 48.6% at 01 Mar. 49.1% at 01 Mar. 49.6% at 01 Mar. 50.1% at 01 Mar. 50.6% at 01 Mar. 51.1% at 01 Mar. 51.6% at 01 Mar. 52.1% at 01 Mar. 52.6% at 01 Mar. 53.1% at 01 Mar. 53.6% at 01 Mar. 54.1% at 01 Mar. 54.6% at 01 Mar. 55.1% at 01 Mar. 55.6% at 01 Mar. 56.1% at 01 Mar. 56.6% at 01 Mar. 57.1% at 01 Mar. 57.6% at 01 Mar. 58.1% at 01 Mar. 58.6% at 01 Mar. 59.1% at 01 Mar. 59.6% at 01 Mar. 60.1% at 01 Mar. 60.6% at 01 Mar. 61.1% at 01 Mar. 61.6% at 01 Mar. 62.1% at 01 Mar. 62.6% at 01 Mar. 63.1% at 01 Mar. 63.6% at 01 Mar. 64.1% at 01 Mar. 64.6% at 01 Mar. 65.1% at 01 Mar. 65.6% at 01 Mar. 66.1% at 01 Mar. 66.6% at 01 Mar. 67.1% at 01 Mar. 67.6% at 01 Mar. 68.1% at 01 Mar. 68.6% at 01 Mar. 69.1% at 01 Mar. 69.6% at 01 Mar. 70.1% at 01 Mar. 70.6% at 01 Mar. 71.1% at 01 Mar. 71.6% at 01 Mar. 72.1% at 01 Mar. 72.6% at 01 Mar. 73.1% at 01 Mar. 73.6% at 01 Mar. 74.1% at 01 Mar. 74.6% at 01 Mar. 75.1% at 01 Mar. 75.6% at 01 Mar. 76.1% at 01 Mar. 76.6% at 01 Mar. 77.1% at 01 Mar. 77.6% at 01 Mar. 78.1% at 01 Mar. 78.6% at 01 Mar. 79.1% at 01 Mar. 79.6% at 01 Mar. 80.1% at 01 Mar. 80.6% at 01 Mar. 81.1% at 01 Mar. 81.6% at 01 Mar. 82.1% at 01 Mar. 82.6% at 01 Mar. 83.1% at 01 Mar. 83.6% at 01 Mar. 84.1% at 01 Mar. 84.6% at 01 Mar. 85.1% at 01 Mar. 85.6% at 01 Mar. 86.1% at 01 Mar. 86.6% at 01 Mar. 87.						

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Applicants seeking this challenge should contact our consultants Jürgen Below or Marcus Meyer in Berlin +49/30-8 82 67 83. All contacts and written applications are treated strictly confidential.

Nevertheless we would be glad to receive your application documents (C.V., photograph, testimonials as well as details about salary requirements and date of entry). Please send your documents referring to code 812 669 to Bleibtreustraße 24, D-10707 Berlin, Germany.

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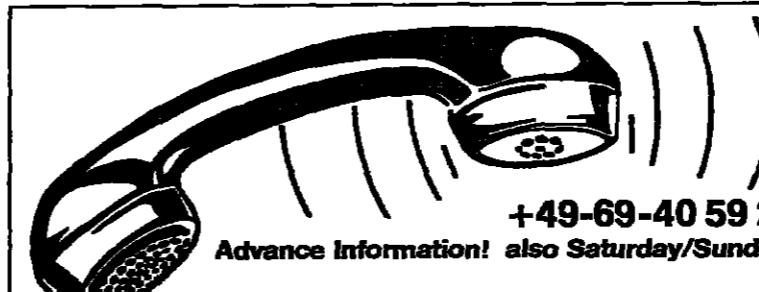
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RECRUITMENT

JOBS: Successful co-operatives may have lessons for human resource management

Earning an honest living with lentils

Imagine a company without bosses, where you can change your job if you don't like it and where you are guaranteed a job for life. Could such a business exist today and compete as a profit-making enterprise?

It can and it does in Halifax, northern England, where SUMA Wholefoods runs a successful co-operative employing about 80 people. Its origins were among lentil-eating hippies in the 1970s, who became attracted to wholefood and vegetarian lifestyles.

The business has proved determinedly idealistic in its principles and, in so doing, has developed employment policies independent of the human resource management theories of the late 1980s and the 1990s which have become fashionable in the largest of companies. Empowerment, flat structures, job flexibility and multi-skilling are not only present in SUMA today, but were there 20 years ago, says Graham Findley, who, as operations co-ordinator, is the nearest thing the business has to a managing director.

While the nearest mention of hippies, lentils and co-operatives may be enough to turn the average capitalist stomach, SUMA believes that, at the very time Tony Blair, the Labour leader, is talking of a stakeholder society, there may be lessons to be learned from the democratic structure of co-operatives and other employee-owned businesses. This is

particularly true of those which have shown, in a track record established over many years, that they can make the enterprise work.

SUMA is not only knocking on capitalism's door, it has many of the credentials to be considered a fully paid up member of the club. In many respects it is not much different from any other business. It is profitable and turned over £3.5m (£3.13m) in its last financial year as a wholesale health food warehouse and distributor.

Perhaps the biggest difference between SUMA and a conventional business is a pay policy that insists upon equality of wages for all jobs. Findley, who joined the business shortly after its inception, receives an annual pay and benefits package worth about £16,000 (£24,640). The same deal is available to every employee, no matter how new, whether they look after the accounts or sweep the floors.

The only people who are paid a different are those with children who qualify for an additional "child allowance". The business has found that not all employees can embrace the values necessary to accept a job

without a pay ladder. Many recruits also find the lack of hierarchy difficult to get used to initially.

This is why SUMA has developed a sophisticated recruitment and screening process. All job applicants are posted a comprehensive information pack, and all new recruits come on a three-month temporary contract followed by a six-month "trial member contract".

All employees officially adopted into the co-operative are classed as members.

Working hours are 9am to 5.30pm Monday to Friday, with one evening working late, until about 8.30pm. Staff turnover is lower than the industry average and employee commitment high.

Work output is fostered largely by peer pressure.

Findley says that people would have to demonstrate some gross incompetence or dishonesty to get themselves dismissed. Generally the membership is sympathetic to those who are struggling or burnt out in a particular job. In those circumstances, they either receive additional training or can change jobs. Job rotation is common among all the members.

Findley himself has been doing his current job for three years and would expect to continue for another year or two before moving to another job, possibly lorry driving, which he says he enjoys. "As it is, I get to take out a lorry on Mondays. I'm little more, ultimately, than an over-promoted truck driver," he says. Driving of one kind or another and warehouse picking are elements of almost every job in the business.

SUMA is unusual among larger co-operatives for preserving equal pay and maintaining a collectively run structure based on one member, one vote. In the early days, employees did whatever jobs they wished from day to day. Decisions tended to be taken by the whole workforce meeting on Wednesday afternoons. The meetings became unwieldy, however, and customer demands could not tolerate a day on which the business effectively stopped running.

Other processes were equally eccentric or, in the case of stock taking and cash security, virtually non-existent. The business was servicing a rapidly growing market.

When the market began to attract bigger commercial interests, many of the fledgling co-operatives that emerged in the health food boom went to the wall.

SUMA survived, but not without change. A layer was added to the decision-making structure so that a delegate committee, called a Hub, received views of different working groups, called Sectors, but the system was not without tensions. Decisions were slow and some members were loath to invest management with power.

Today, the business has an elected management committee, the executive strategies and policies decided at quarterly general meetings. The committee enacts strategy through various company officers: personnel, finance, information and operations. Team working has been adopted and departments now work to agreed goals.

Findley says the business is now stabilised with a strong balance sheet, a broader customer base, overheads under control and increasing profits available for investment in business projects currently under consideration.

Not everything in the co-operative is rosy. Its information sheet for job applicants is frank in its comparisons between the ideal and reality. It says: "SUMA jobs can be a wonderful mixture of manual and mental work, with plenty of personal initiative and creativity. Unfortunately in reality, members get stuck in boring routines, operating beyond their personal competence with plenty of stress and lack of support to complete the cocktail - a normal small business situation."

Recognising this problem, it has earmarked training and development as a personnel priority. It believes it is 80 per cent towards the standard of training necessary for Investors in People accreditation. The accepted UK training standard. The pay structures are accepted, but again this can be a source of tension. The introduction of differentials are discussed from time to time but the membership continues to resist their introduction. As the information pack concludes: "It is a good wage for most manual warehouse workers in this area but poor for managerial staff."

Richard Donkin

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- ACA and/or MBA preferable.
- Team players with excellent interpersonal skills.
- Adaptability, creativity and cross cultural skills are essential pre-requisites.

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Interested candidates should apply by submitting their CV to John Axworthy at Axworthy Oliver Associates, St Martins House, Priory Court, Pilgrim Street, London EC4V 6DR or alternatively call him on 0171 329 3454 Fax: 0171 248 0073.

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- At least 10 years in a banking environment or relevant public institution with 5 years' senior project managerial experience.

Ref: 6986/A

- Reports to President.
- Responsible for financial and operational audit of the Bank's internal activities and external transactions.
- At least 10 years in audit in business or public administration with 5 years' senior management experience.

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- Reports to Vice-President, Finance & Planning.
- Responsible for evaluation and control of the financial, credit and country risks of the Bank's assets and liabilities.
- Preferably 7 years' relevant experience in public or private institution.

Ref: 6986/G

- Reports to Vice-President, Finance & Planning.
- Responsible for managing the department and for formulating the financial policies of the Bank, including the provision of funds from capital subscriptions and borrowings, investment of liquidity, cash flow projections, payments; manages the Bank's Trading Room.
- At least 10 years' experience at a senior level in an international bank or financial institution.

Ref: 6986/B

- Reports to Vice-President, Corporate Management.
- Responsible for Human Resources policies and administration.
- At least 10 years in this field with 5 years' senior management experience in a multi-cultural environment.

Ref: 6986/E

- Reports to Director, Treasury Department.
- Responsible for investment and management of the Bank's liquidity.
- At least 7 years in a relevant international banking environment with senior management experience.

Ref: 6986/H

- Reports to Vice-President, Corporate Management.
- Responsible for provision of legal advice to Board of Governors, Board of Directors and President; preparation or review of all legal documents concerning finance, operations and administration.
- At least 10 years qualified with 5 years' senior management experience in the profession or an international organisation.

Ref: 6986/C

- Reports to Vice-President, Finance & Planning.
- Responsible for financial control and production of the Bank's financial statements.
- At least 10 years qualified with 5 years' senior management experience in a large international organisation or accounting firm.

Ref: 6986/F

- Reports to Director, Human Resources.
- Responsible for recruitment, manpower planning, performance evaluation, training and development.
- At least 7 years' relevant experience in a multi-cultural environment.

Ref: 6986/I

GENERAL REQUIREMENTS FOR ALL POSITIONS
Candidates must be citizens of a shareholder country.
Fluency in English or French is essential; knowledge of the other language would be an advantage.

A master's degree or an advanced university degree and a legal or accounting qualification where relevant.

In the first instance, please send your CV, with current salary details to:
Patrick Alexander, K/F Associates,

K 252 Regent Street, London W1R 6HL, quoting the appropriate reference,
alternatively send e-mail to cv@kfaeurope.com

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Relationship Manager

THE POSITION

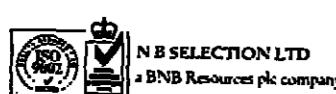
- Provide highest standards of service across full range of global custody and securities processing products.
- Proactively manage and develop portfolio of prestigious clients. Actively identify new business.
- Work closely with client services and new product development teams continually to enhance products and services provided.

QUALIFICATIONS

- Proven track record in successfully developing and maintaining sophisticated client relationships. Minimum 5 years' relevant experience.
- Knowledge of global custody products or investment-management operations essential.
- Excellent communication skills. Team player with presence and flair. European languages an advantage.

Ref: FS60111

Please send full cv, stating salary and quoting relevant reference, to NBS, 10 Arthur Street, London EC4R 9AY



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London

Head of Sales

THE POSITION

- Lead and manage sales team. Develop marketing and sales strategy.
- Sell broad range of securities services to prestigious client base in UK, Europe and Middle East.
- Represent bank through public relations and sales promotions.

QUALIFICATIONS

- Highly motivated professional with excellent communication skills. Minimum 10 years' experience.
- Experience of selling fee-based financial services essential. Knowledgeable in trustee and securities custodian services.
- Ambitious, tenacious team player capable of inspiring confidence at all levels. Advanced negotiation skills essential.

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If you are currently working in a major investment bank, where you have secured a reputation for responsiveness, flexibility and sound credit and risk judgement, please forward a detailed CV together with a written resume of the nature and domicile of the counterparties that you have assessed and the level of limits that fall within your authority.

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Completed application forms clearly indicating the reference number must reach the above address by 20 March 1996 (for the post AA/005) and by 3 April 1996 (for the post BT/014) at the latest.

Candidates are advised in their own interest to ensure that they meet the above deadline since closing dates are strictly applied.



E U R O C O N T R O L

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Applications should be received by Friday, February 9th, 1996.

مكاتب التحمل

INTERNATIONAL YOUTH

Global companies' most pressing cause

Laurie Morse explains why multinationals are starting to adopt a policy of enlightened self-interest towards the world's increasing number of underprivileged young people

with currencies, commodities, capital and a variety of consumer and industrial products flowing freely around the world, corporations are becoming increasingly aware that they have a stake in the economic health and development of all of the societies where they do business.

It is no longer sufficient to target corporate philanthropy close to headquarters; businesses with international operations now find it in their interests to invest in processes that tackle social problems elsewhere in the world.

The reasons are simple. For any global company, the 1.5bn children that will be born in this decade - four-fifths of them in developing countries - represent the markets, creativity and labour force of the future. By the year 2000, according to the United Nations, there will be 6bn people in the world, and nearly half of them will be under 20.

The pressures on these children from poverty, political upheaval and limited educational opportunities are enormous. Government efforts to meet basic nutritional and healthcare needs have been rewarded with rising infant survival rates, but investment in secondary education and essential social services remains inadequate.

Consequently, private initiatives are becoming increasingly important. This looks particularly true in the context of current overseas aid figures. Official development assistance by industrialised countries has dropped to its lowest level in 20 years. Today, the average industrialised nation gives just 0.29 per cent of GDP to aid the developing world.

Furthermore, a larger proportion of government aid dollars, both in developing coun-

tries and in troubled pockets of industrialised areas such as the slums of Los Angeles, is being shifted to address the effects of disruption and disaster, rather than their cause.

Hence, urban budgets are being hit by the burden of dealing with violence and drug addiction, while dollars for fighting the probable reasons for them - such as unemployment - dwindle. The United Nations is finding its expenditure on emergency relief efforts soaring, shifting the focus away from fundamental development work.

For a single individual or organisation, the needs of the world's youth and the vastness of the world's poverty can be intimidating. But although the task is overwhelming, it is not impossible. Over the past 30 years, the developing world as a whole has achieved much.

In developing countries on average, life expectancy is now 17 years longer than it was in 1960. 77 per cent of the children are given at least some primary schooling, and a remarkable set of political changes has left two-thirds of the population of the developing world living under what the United Nations calls "relatively pluralistic and democratic regimes".

Although the southern hemisphere's per capita GNP is only 6 per cent of the north's, disparities in health, nutrition and literacy have narrowed dramatically in the past few decades, forming a framework for further progress, and offering new markets.

In fact, international aid organisations have calculated that the cost of providing basic social services in the developing world, including health, education, and community development would be an additional \$30bn to \$40bn annually. That is less than the world

spends playing golf or buying wine each year.

In a commercial context, \$300m is the amount the world's private sectors regularly invest in leading highway, dam or telecommunications projects.

Of course, the challenge goes beyond cash. Development experts note that a far wider range of social resources must be mobilised to take the next, critical steps towards bringing the majority of the world's youth out of poverty and developing the economic stability required to preserve freshly won political freedoms.

These resources must not only be provided by partnerships between governments and non-government organisations in developing and developed countries, but also by businesses, which can offer expertise and organisation as well as capital.

Despite longer life spans, improving educational attainment, and giant steps towards democracy in many regions, the future well-being of dozens of countries still hangs in the balance as they struggle with rising unemployment and the violence and ethnic hatreds that economic deprivations exacerbate.

Regions such as the Middle East, South Africa, and Eastern Europe seem on the verge of a commercial flowering now that political freedoms have been won. However, the success of these emerging democracies may well hinge on the development of their young people as well as the success of their economies.

An example is Israel. Seventy per cent of the Palestinian population is under the age of 25. The majority live in poverty and have not been in school after the age of 12. The situation, according to Mr Rick Lit-



le, chief executive of the International Youth Foundation, "is a seething time bomb which most certainly will affect the business climate of the region".

Corporations have an interest in the successful transitions of these societies, and have much to offer, argues Mr Geoffrey Bush, group community director for Grand Metropolitan, the UK-based international food and drinks group.

"The futures of many of these countries are in the balance, and all of the big players have to be involved," says Mr Bush. "Multinational corporations, which often have annual turnovers larger than the GDP of many developing nations, are clearly big players."

According to its annual report, Grand Met spent

approximately 1.5 per cent of its operating profit (\$1.032m before exceptions) on community action projects worldwide in 1995. It encourages mentoring and other volunteer efforts by its employees and also provides advice and consultancy services to other companies that are seeking to improve the well-being of customers and employees in emerging markets.

The programme, run in partnership with local organisations, will be modelled on Grand Met's efforts to foster entrepreneurship in the UK, and has been developed in close consultation with local managers. Its long-term goal is to create new small businesses that will increase prosperity in the community and combat rising unemployment levels.

For Grand Met, being such a

ment bank. The bankers arranged a debt-for-dollars swap with the Ecuadorian government that gave the Foundation's Ecuadorian partner three times as much local currency for its youth work as would otherwise have been available.

Says Mr Richard Schubert, former president of Bethlehem Steel, and now chairman of the Peter F. Drucker Foundation, which aims to help organisations in the social sector: "The problems of the world's youth are everyone's problems. It's not a government problem - governments have proved all over the world that they are not good at addressing youth issues. It takes a concerted effort by families, communities, and companies, as well as government, to make a real difference."

Can you light up the sky without clouding the air?

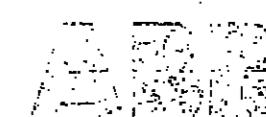
Natural gas - affordable, safe and available - is an increasingly popular choice for driving turbines that generate electrical power all over the world. Although it

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■ Education and technology: by John Authers

The keyboard jungle

New controversy surrounds the use of IT and multimedia in the world's schools

Information technology could be the tool to rescue the world's children from poorly performing education systems.

Heavy investment in computers over the last decade in the developed world has been intensified in the past few years as schools attempt to take advantage of on-line technology such as the Internet, which is relatively cheap to disseminate.

Governments hope that new technologies will help create education systems that will spread choice and opportunities to more people.

However, there are serious doubts about whether IT can help make significant improvements in the levels of literacy, numeracy and other academic achievements. And governments also face a serious resourcing problem. Computers are more expensive than textbooks, they are more prone to damage in the hands of unruly children, and they depreciate much more quickly. Technological advance might actually widen the gap in academic achievements between poor and wealthy countries.

Research so far suggests that

technological initiatives are most effective in schools when every child is given access to a computer. Apple, the computer manufacturer, gives Internet reports on the Act (Apple classrooms of tomorrow) scheme, which started in 1985. Targeting groups of children in inner-city schools in Ohio, Tennessee and California, particular classes were allowed intensive use of computers. As a result, absenteeism reduced markedly, and the project also noted improved results in external tests in literacy and numeracy.

Discipline was easier to maintain, with teachers reporting that the "kids don't act up". Lessons also became more "pupil-centred" with children displaying more pride in their work. But pupils in the project were originally given two computers each. Although this ratio has been reduced over time, the expensive principle of allowing extensive access to the computers remains.

The research is not yet conclusive, however. Studies on students taking a logic course at Stanford University in California suggests that multimedia "can have a detrimental effect on certain students' abilities to learn". Professor Keith Stenning, of Edinburgh University, who examined the students, found that some actually regressed.

Suggesting that more educa-

tional research was needed before heavy investment was made, Mr Stenning expressed a concern that "the technological push behind these systems is dictating their direction, not educational needs".

Integrated learning systems, a more radical technology, have also been shown to have distinct benefits in tests, improving literacy and numeracy levels significantly. These systems involve the most radical departure from traditional teaching, with the software not only bombarding pupils with questions as they sit at the screens, but also marking their answers, producing reports, and deciding whether they are ready to advance to a more difficult level.

In a pilot scheme in the UK, Leicester University found that the system sharply raised standards. In mathematics, students made the equivalent of 20 months' progress during their first six months of using the system.

There are also improvements, although less impressive, in literacy.

Research by the National Council for Educational Technology, a government body answerable to the UK's education department, found significantly improved educational results for classes where each child was issued with a portable computer, with children taking much more care over

their accuracy, and using the opportunity to improve the presentation of their work.

Many teachers construed this as showing the importance of individual access to a machine, rather than any great benefit of portability.

Whatever their subtle implications, all these surveys demonstrate the problem of cost, particularly in cases where it seems the greatest benefits are achieved by having one machine per pupil. Integrated learning system software does not come cheap, and the national council, after an extensive evaluation, advised that there were benefits to be gained, but schools should not make the systems an investment priority.

That the business of education is becoming more expensive clearly creates a problem for developing nations competing with wealthier rivals on educational performance.

On-line technology - such as the Internet, which American universities played a pivotal role in developing - is supposed to offer an answer, allowing relatively cheap worldwide dissemination of education materials. However, it has so far only affected the delivery of education, rather than its content or its quality.

Its greatest use so far is in improving "distance learning", allowing students and trainees to have their lessons piped to



The ideal on-line line up? A multimedia lab in Kent, England. For developing nations, the cost of one machine per child is prohibitive

Ashley Ashwood

them on-line, without coming into contact with their teachers. Coupled with video-conferencing, this has had an impact in remote sparsely populated areas such as the Scottish islands and the Australian Outback.

The technology could also be used to foster greater community spirit. The Organisation of Economic Co-operation and Development last month called

on its members to establish lifelong learning as a norm and suggested that schools should become "community learning centres".

Countries such as Singapore

and Malaysia are attempting to link all their schools to the Internet. Meanwhile, schools technology is becoming a heated political issue in the UK, where the opposition Labour party reached an agree-

ment with British Telecommunications to provide a fibre-optic link to each school. In some cases, the Internet can help schools save money. If teachers can access "virtual" practical demonstrations online they can, in theory, cut back on equipment costs. Most famously, an American university put a "virtual frog dissection" on the Internet; the "lesson" is now widely used.

But the technology at the moment is just a method of delivery, with teachers using it to access curriculum materials, and pupils rarely spending much time on-line themselves. To change this would, again, require heavy infrastructure investment in schools' networks, and a change to teaching practices. For the developing world, the costs could prove prohibitive.

Below, and on the next page, Financial Times correspondents report on the development of youth projects around the world

■ The US: by Christopher Parkes in Los Angeles

Pressure cooker that won't cool down

Why it will take more than Magic Johnson and job creation schemes to cure LA's ills

Nominal links between Magic Johnson and Toyota may be tenuous. But the all-American baseball hero and the Japanese automotive group have much in common in the mean streets close to central Los Angeles - the area burnt and looted in the 1992 riots.

In a place bereft of big business, high-class supermarkets, department stores and the crowds of suburban visitors formerly enticed by "ethnic" restaurants and music clubs, they are key to an effort to spark a social and economic recovery.

Magic Johnson's investment in a new multi-screen cinema complex that bears his name, and Food4Less, a low-cost food chain, play an important part in restoring an air of normality. The movies provide relatively cheap entertainment. The food store allows low-budget families to live reasonably on scant income.

Meanwhile, Toyota restores

a sense of purpose for at least a few of the area's deprived young people. With a \$600,000 annual endowment and an open-ended commitment to train auto mechanics, fitters and sales staff, the group has established the Automotive Training Centre on a site long-since deserted by an Oldsmobile sales franchise. At no cost to the students, the centre turns up to 100 operatives with 90 days' intensive training on to the jobs market every year.

The data - 80 per cent of "graduates" quickly find jobs, about 15 per cent of each group intake drops out - would be unremarkable were it not for its comparison with the world outside the centre, where statisticians find more fruitful pursuits in counting murders, armed robberies, drug deals and illegitimate births.

The Urban League, a middle-class black self-help association that co-operates in the running and staffing of the centre (70 per cent of the students are African-American and most of the others are Latinos) hopes that the continued success of the Toyota scheme will set a precedent for company involvement.

But there are few indications that the desired effect is materialising. At the same time, federal aid to inner cities is being screwed down by budget cuts. The YouthBuild programme - in which young people are provided with crafts training in the construction trade and employed on contracts to build new homes or restore old housing - has been especially hard hit. Last year's 25 per cent cut in the budget for Washington's Housing and Urban Development department led directly to a loss for YouthBuild of almost \$140m.

But money is only part of the problem in California - the seventh biggest economy in the world, which is currently generating jobs at the rate of about 20,000 a month. Much greater obstacles are

thrown up by the fragmented nature of the effort to salvage something from the wreckage of inner-city areas.

The providers of funds, advice and constructive help for inner areas of Los Angeles are many and scattered. They tend to be as intensely jealous of their territorial and ethnic "rights" as any of the so-called gang-bangers they are trying to assist.

For example, some \$5m in funds for YouthBuild programmes in LA last summer

was carved up variously between an apartment-building project in Little Tokyo, Filipino-Americans, Pacific Islanders, an Asian-American anti-drugs programme, a house-building project for low-income residents in South Central and a community outreach project sponsored by the University of California, Los Angeles.

Although there is a measure of collaboration - some 40 youth-oriented aid organisations are grouped together in

the Los Angeles Urban Youth and Family Coalition - mistrust and the divisive tendencies that pitted the racial and social groups against one another in the 1992 riots are still all too evident.

If, in a city where the streets team with jumbled micro-cultures, young people have a common heritage, it is one of alienation. Being "dissed" - treated disrespectfully - is the norm. Two-parent families are as scarce as jobs, and the 20-year-old man who has not

Impoverished children sleep by the warm air vents from São Paulo's underground. Foto de São Paulo/Oscar Sabato

■ Brazil: by Angus Foster in São Paulo

Too many 'fine words', too few social reforms

In the long-term, only government action will solve the street-children problem

Kelly and Jonathan are articulate and extrovert Brazilian teenagers with the same dreams as the rest of their generation: to study, get a good job and settle down. But their lives have not always been so conventional. They are also former São Paulo street children. Kelly, now 17, was a crack addict at 13 and Jonathan, 15, was in juvenile detention aged 12.

More than a decade after Brazil's street children became internationally recognised, the country's huge social problems continue to force some children to live on the street, and many more to live from it. Although some programmes to remove children such as Kelly and Jonathan from the street have been successful experts agree that solutions to the tragedy require Brazil first to tackle underlying long-term problems. The gap between rich and poor in Brazil is one of the most glaring in the world. The poorest 20 per cent of Brazilian families receive a fraction of total income (just 2.4 per cent in 1983, according to a World Bank economic review published last September). The urgent need to use income purely to subsist means few can afford in secondary schools, the country's education record is dismal.

It's praiseworthy that some sectors of society are trying to help with street children programmes. But you can't be optimistic without a fundamental change in the views of the country. It can't just be fine words," says Ms Irene Rizzi, an academic who has studied the issue of street children for more than 10 years.

Quantifying the problem is difficult in Brazil, where government statistics are often poor. A 1993 assessment in São Paulo found 4,600 children on the city's streets by day, and over 900 at night. Other big Brazilian cities - including Rio de Janeiro, Salvador and Recife - may have larger street children populations, but dis-

parities between day and night populations are probably similar.

Many children on the streets during the day are there for economic reasons. Rather than go to school, they are expected to contribute to their family's income by shining shoes, collecting rubbish or begging. Only a minority have completely broken with their families and no longer have a home to return to at night.

This has prompted Unicef, the UN's children's fund, to say the term street children is misleading because it cannot differentiate between children working and living on the street. "We believe that the public should be educated to understand that extreme poverty is the problem and not street children per se," says Ms Vesna Bosnjak, who works for Unicef in Brazil.

Those children who do live on the streets have often fled from alcoholic and violent parents. Many have suffered parental neglect. One of the most successful street children projects, known as Projeto Axé in the northern city of Salvador, is managing to return about 85 per cent of its children to their families after carefully working to sort out the problems of both the child and the parents. One reason for Axé's success is that it only employs professional child educators and has shunned well-meaning but unqualified assistants. Despite its good name, the project ran into financing problems last year, before being saved by a foundation set up by the family of the deceased Brazilian racing driver, Ayrton Senna.

Mr Cesare da Florio da Rocca, the project's president, says non-government organisations cannot solve the problem. "We need to speak less and less about street children, and more and more about things like education and health, and these problems are up to the public institutions," he says.

SOS Criança, a project in São Paulo, financed by the state government, is a good example of how governments can do both good and harm. Under the former state governor, the project ran out of money and was badly managed. According to Kelly, children like her were

locked in a room all day and only allowed to leave to go to the bathroom.

With the arrival of a new governor and new co-ordinator, Mr Paulo Vitor Sapienza, the project is again tackling problems rather than containing them by incarceration.

It was a radical change of culture from that of a prison, which is much easier to manage, to one of presence, where you always have to be present. Do you lock your own children up for doing wrong? Of course not, you talk to them," he says.

Nearly everybody working with street children agrees that improving Brazil's primary education system could relieve many of the problems. The system is not only sometimes failing to educate - illiteracy reaches 33 per cent in parts of the country - it is also contributing to children drifting onto the street out of boredom with badly taught lessons, which prevent pupils advancing through the system.

For many children, especially those with weak family structures, the street represents everything desirable that school does not: adventure, fun and freedom.

The central government is launching various initiatives to improve basic education. Some cities, including Brasília and Salvador, have introduced school incentive programmes that reward families whose children stay in school - as compensation for lost income once the child stops working.

Despite promising results, improving primary education often relies on state and municipal governments, many of which still see education as a luxury that only has to be addressed close to elections. In north eastern Brazil, for example, it is still not uncommon to find school buildings where construction stopped soon after an election. Inefficiency, corruption and waste further compound the problem. The UN's Economic Commission for Latin America (Cepal), estimates governments should spend a minimum of US\$215 per student for each year's primary education. In the Brazilian state of Maranhão, which has some of the worst rates of illiteracy, the spending in some areas is \$88.

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4 INTERNATIONAL YOUTH

■ South Africa: by Mark Ashurst in Johannesburg

The young lay to rest the slogan of struggle

'Liberation before education' has been replaced by a stress on youth opportunity

In the run-up to the historic election that swept him to power in 1994, the South African president, Mr Nelson Mandela, suggested the minimum voting age be reduced from 18 to 14. Though not a serious proposition, it highlighted a growing dilemma for the fledgling democracy: half the population is under-18, the population is under-18, and the population is under-18.

Reliable demographic data is hard to find in South Africa, but a collage of independent surveys offers a rough portrait of the youth population: Unicef reports there were 16.4m under-18s in South Africa in 1993. A study by the independent Community Agency for Social Enquiry in 1993 found there were another 10.7m youths aged 16-30, of whom 8.1m were black Africans.

Consensus-building committees abound in the new South Africa and, true to the nation's style, this year's first Parliamentary session will approve the setting up of a National Youth Commission. Mandated to "create a youth policy aimed at preventing youth marginalisation... and affording them optimal access to opportunities", the commission will advise government on issues affecting youth and co-ordinate development initiatives in both the private and public sectors.

There has been some speculation that Mr Mandela will head the commission himself. To do so would be to acknowledge the debt the new political elite feels it owes the youths who spearheaded the 1976 student uprisings in Soweto, and its keen sense of responsibility for the years of education boycott that followed.

The first day of the Soweto riots is now a national holiday, but the struggle took a heavy toll. A year after Mr Mandela's release from prison in 1990, at least 1.7m students aged six to 18 were not attending school. By 1994 more than 42 per cent of 15-30 year-olds were jobless, with unemployment running at a much higher level among blacks (45 per cent) and mixed race or coloured groups (40 per cent) than whites (12 per cent) or Asians (9 per cent).

Today, the struggle slogan "Liberation before education", has been superseded by a

remarkable shift in attitudes. A pan-African survey by McCann-Erickson, the advertising agency, in 1995, found young people in all countries to be "hugely preoccupied" with education, which was widely identified as the only reliable means to escape poverty.

The other key problem affecting youth is economic. The National Youth Commission may have the ear of government, but it can do little to repair the underlying structural problems inherent in the current South African boom. Rising investment and more competitive practices could bring GDP growth of up to 4 per cent this year, but the concomitant phasing-down of protective conditions and the decline of labour-intensive mining and manufacturing industries has precipitated a period of employment growth.



Soweto youths: a new commission aims to act in their interests. *Steve Liss*

a dispute that probably did more than any other recent event to revive latent racial solidarities. The December suspension of Professor William Makgoba, the university's first black deputy vice-chancellor, following charges from 11 white academics that he falsified his CV and neglected routine duties, sparked student unrest reminiscent of the 1976 riots.

The post-Christmas publication of high-school examination results revealing a failure rate of 45 per cent, up from 42 per cent in 1994, did little to ease frustration over the slow pace of transformation at this traditionally liberal institution.

Private sector development initiatives targeted at the under-30 age group remain modest, but seem to be increasing. Among the most recent ventures is the Mamelodi Education centre, a township health education centre outside Pretoria sponsored by Shell SA, the oil company.

The world's biggest educational non-governmental organisation, the Or-Step Institute, has also launched an education and skills training project with an initial intake of 35 students. The R600,000 cost has been funded by the National Economic Education Trust, the education arm of National Sorghum Breweries.

For the Well-Being of Children

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The task is one of Herculean proportions. The unemployment rate is 17.5 per cent or 2.8m people, according to the World Bank. Eighty per cent of those without jobs are under 25 and most have had schooling up to the level of technical colleges.

The youth problem has been compounded by a government scheme that became law in the 1990s. Under it, all graduates were offered a job in the government or public sector. As

■ Egypt: by James Whittington in Cairo

Job hopes rise

Efforts to reduce the rate of youth unemployment are making slow, but sure progress

Egypt has suffered a rude awakening to the problems and frustrations of its youth.

With 42 per cent of its 60m citizens under the age of 15, the country is sitting on a time bomb that has already threatened to go off, unless drastic measures are taken to reform an antiquated economy and create more jobs.

The problem was highlighted towards the end of 1992 when the country was hit by a wave of terrorist attacks by Islamic militants who vowed to topple the government of President Hosni Mubarak. The majority of insurgents arrested turned out to be young and bored Egyptians who had either been damaged by, or become disillusioned with, the government's policies. Of a group of seven militants who were executed for attacks on tourists in 1993, for example, three were aged below 20.

For the time being, iron-fist security operations and extra money for development in the poorer areas of Egypt have - with the exception of some rural regions in the southern province of Minya - contained the Islamist violence. But the economic and social malaise that fuelled the trouble remains.

"What to do with the country's youth is perhaps the biggest problem facing Egypt at this time. The danger is that unless they are kept occupied and given jobs and a sense of responsibility they will remain highly susceptible to the fanatical brands of Islam which will lead to more unrest," says Ms Vanessa Tobin, a representative of the United Nations Children's Fund in Cairo.

The task is one of Herculean proportions. The unemployment rate is 17.5 per cent or 2.8m people, according to the World Bank. Eighty per cent of those without jobs are under 25 and most have had schooling up to the level of technical colleges.

The youth problem is evident in Upper Egypt, which has been hardest hit by the rise of fanatical Islam and militancy. In the southern governorate of Assuit, which two years ago was considered a



The underprivileged majority group: 42 per cent of Egypt's 60m people are under 15; 80 per cent of those without jobs are under 25. *Steve Liss*

number of graduates far outnumbered the number of jobs available a huge waiting list developed. Last year, for instance, saw the intake of 1986 graduates.

"With the private sector still in the early stages of development in Egypt, today's youth have been caught in the transition of economic restructuring from a nationalised to a privatised economy," explains Mr Ezzeldin Shawkat, a consultant with the government's Social Fund for Development (SFD).

The prospects for the young are not, however, completely bleak. Helping them through the economic transition is difficult, but not impossible. Set up in 1981 to act as a safety net for those most vulnerable to the country's economic reforms, the SFD is one of the more successful organisations tackling youth-related problems. With a budget of \$65m and backed by the World Bank and 16 other donors, it offers, among other things, credit lines to help recent graduates set up their own businesses.

"Our aim is to make a real impact on the unemployment problem by targeting our youth. We want to change their mentality of waiting for a government job and encourage the development of the private sector and entrepreneurship," explains Mr Hussein el-Gemal, managing director. To date, the SFD says it has created 105,544 new permanent jobs throughout the country.

The success of the fund is evident in Upper Egypt, which has been hardest hit by the rise of fanatical Islam and militancy. In the southern governorate of Assuit, which two years ago was considered a

hotbed for Moslem militants, the SFD has helped set up more than 2,300 small enterprises, many of them run by people in their twenties. The regional office in the town of Assuit, 350km south of Cairo, has over 100 inquiries every week from jobless graduates looking for work.

Among those who went on to

set up a business are the young Dobbies brothers. Together they borrowed \$30,000 on a five-year loan from the fund to buy machinery for the first and only rubber parts factory in Upper Egypt. Their small factory is situated in the run-down and dusty village of El-Aziza where 24 young staff work two 12-hour shifts. Last year's sales were about \$120,000 and the brothers hope

to start exporting soon to the Gulf.

The only way to combat terrorism is to help the youth feel better about themselves and their future. Young people here have for so long had nothing to do. Now they see what my brothers and I are doing and want to do the same," says Ibrahim, the eldest of the three.

young Dobbes brothers. Together they borrowed \$30,000

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UK Finance Director**M3 Corridor**

Our client is an autonomous business unit of a major global financial institution which provides financial services to the consumer market place. Long established and with a recognised world-wide brand name, it currently employs approximately 350 staff in the UK.

Reporting to the European Finance Director and working as a key member of the UK management team, this role has full profit and loss accountability. You will be responsible for managing and developing the potential of the Finance Department and for working closely with Operational Management to develop the business by providing pertinent management information and pragmatic solutions to individual business issues.

Candidates should be high calibre qualified accountants with at least 8-10 years progressive experience within a fast moving commercial environment, to include responsibility for managing a finance function in its totality. Some experience gained outside the finance function would also be

£55,000 + bonus + car

useful. You must have strong analytical skills and be able to develop common sense solutions to a wide variety of business issues and specific experience of pricing both new and existing products would be advantageous. It is essential that you have the drive and adaptability to operate effectively in a changing and demanding environment and you should have worked within a consumer-oriented organisation with a strong sales and marketing focus.

The size of the overall group is such as to be able to offer genuine career development opportunities in the longer term to a significantly able individual.

Please outline your suitability for the appointment and send a curriculum vitae, including current remuneration and quoting C462, to Carrie Andrews at Ernst & Young Management Resourcing, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 1NH.

ERNST & YOUNG

**QUOTED PUBLISHING GROUP
Finance Director****Central London**

A respected name in business publishing, this quoted c.£20m turnover group has recently undergone an extensive rationalisation and is well positioned for future growth. The energetic and forward-thinking management team will build on the company's profitable existing activities, whilst constantly evaluating new business opportunities.

Reporting to the Managing Director, the Finance Director will take on full responsibility for all aspects of the finance function, together with playing an active role in the general running of the business.

Key tasks will include:

- supervising established and efficient finance functions within subsidiary companies;
- providing full financial information to the Group Board;
- maintaining extensive liaison with analysts, City institutions and external advisors;

To £75,000 + Significant Benefits

• fulfilling all company secretarial and statutory duties. Candidates will be graduate Chartered Accountants with previous experience of running a finance department within a fast-moving and dynamic environment. A successful record of dealing with analysis and city institutions is important, and should be combined with sound technical skills, entrepreneurial flair and a lively, outgoing attitude.

This position represents an excellent opportunity to become a main Board p/c Finance Director, joining a strong and close-knit management team. The remuneration package will include the opportunity for equity participation and substantial bonus potential, in addition to the usual benefits.

Please send a full CV in confidence to GKRS at the address below, quoting reference number 491J on both letter and envelope, and including details of current remuneration.

GKRS

SEARCH & SELECTION

CLAREBELL HOUSE, 6 CORK STREET, LONDON W1X 1PB. TEL: 0171 287 2820

A GKR Group Company

PORTUGUESE SPEAKER FINANCIAL DIRECTOR**Portuguese Speaker**

Our client is a US owned, multinational company with a worldwide turnover of around \$700m and is engaged in the manufacturing and sale of metals and alloys to the primary manufacturing sector. It now needs to recruit a Vice President - Finance & Administration for the company's manufacturing and trading operations in Brazil which have a turnover of approximately \$15m and around 150 employees.

Reporting to the President, and heading a small team, the successful applicant will control all financial and administrative functions of the business. The key challenge will be to provide high standards of management information, treasury operations and internal control in a demanding and challenging manufacturing environment.

The successful candidate must be a fluent Portuguese and English speaker, and a qualified accountant with a knowledge of US GAAP. Applicants should have a manufacturing

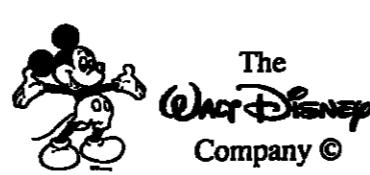
Expatriate Package

background with strong management accounting, planning and systems skills. He/she must be "hands-on" and an able communicator with high levels of drive and commitment. Above all there is a need for the flexibility of approach to deal with a wide range of issues.

The remuneration structure will be negotiated to reward success and will include a comprehensive range of expatriate benefits.

Interested applicants should send a comprehensive cv, including current salary and daytime telephone number to Phillip Price, quoting reference 3501, at Deloitte & Touche Consulting Group, Stonecutter Court, 1 Stonecutter Street, London EC4A 4TR.

Deloitte & Touche Consulting Group

**Senior Financial Analyst**

Buena Vista International is a major subsidiary of Walt Disney Studios whose interests include Touchstone Pictures, Walt Disney Pictures, Hollywood Pictures and Miramax. As a leading theatrical distributor of motion pictures its recent releases include Crimson Tide, Lion King, Die Hard 3 and Pulp Fiction. The company now seeks to recruit an exceptional Financial Analyst.

Reporting to senior management, the role will encompass the following tasks:

- Providing comprehensive financial support to Senior Management.
- Long term fiscal and strategic planning.
- Capital investment appraisal.
- Budgeting, financial analysis and management reporting.

Interested applicants should write, in the strictest confidence, to our retained consultants Brian Hamill or Robert Walker at Walker Hamill Executive Selection, forwarding a brief resumé quoting Ref: BH 2300. All direct applications will be forwarded to Walker Hamill.

London

• Ad hoc project work as necessary. The ideal candidate will be a young, qualified ACA, with a strong track record to date. Excellent analytical, communication and presentation skills are of the utmost importance, as is the ability to operate effectively in a highly creative, flexible environment. Suitable candidates may be currently working in industry or public practice.

Buena Vista is also recruiting linguists with the above skills for European roles.

The rewards include a competitive remuneration package, in addition to an exceptional opportunity to develop an understanding of the financial and business aspects of an international entertainment company.

WALKER HAMILL100-106 Jermyn Street
St. James's
London SW1Y 6RETel: 0171 838 4477
Fax: 0171 839 5657**NEW LOOK****Weymouth****Group Finance Director**

The outstanding UK retail success story of the 90's, New Look has grown rapidly over the last 5 years and currently trades from over 320 outlets in the UK and France, with forecast sales in excess of £200m in 1996. Recently acquired by institutional purchasers led by EIW Private Equity, the company is set for further growth with its existing management and winning formula. An exceptional Finance professional is now sought to work with other Board members in driving the continued expansion of the Group both in the UK and continental Europe.

THE ROLE

- Board level appointment, responsible for providing a first class financial reporting, management accounting and control service that supports the needs of a growing business.
- Ensure that financial management information systems are in place that focus on key performance indicators to keep pace with rapid growth. Actively manage treasury, banking and investor requirements.
- Influential and strategic role with responsibility for developing and strengthening City relationships.

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Spencer StuartPlease reply with full details to:
Selector Europe, 50009014,
16 Connaught Place,
London WC1R 4EB**European Financial Analysis Manager****c.£35k + car**

This is a high profile role in which you will work closely with our senior management team throughout Europe, evaluating business performance and commercial opportunities. You will provide practical business recommendations, along with insight supporting business decision-making, taking responsibility for a range of European projects.

This calls for a qualified ACA with four or more years' post-qualification experience in industry or commerce. You will need to be a superior communicator and the ability to speak fluent French or German would be an added advantage.

Financial Analyst**up to £30k**

You will be involved in high-level, business critical decisions, joining a small, dedicated team. The responsibilities include presenting your recommendations to senior management and assessing investment decisions.

It's a role in which an ambitious recently-qualified ACA can make an impact quickly. If you are self-motivated and determined, you will find this an excellent springboard for your career.

All salaries are enhanced by valuable financial sector benefits.

Please send your full c.v. and salary details to Carrie Gilmore, Personnel Manager, Diners Club International, Diners Club House, Kingsmead, Farnborough, Hampshire GU14 7SR.

Audit & Business Advisory Services**Opportunities for Outstanding Managers with Utilities Experience****PW London**

At Price Waterhouse, our Audit & Business Advisory Services division has established a reputation for providing forward-thinking, innovative business advice to clients throughout the world. By focussing on certain key industry sectors we have been able to develop specific services and products which support our clients' efforts to maximise their success. In addition to our mainstream audit work we are active in such areas as cost and risk management, corporate strategy, treasury, forensic and other investigations.

Our specialist group serving the Utilities sector is enjoying unprecedented success and is consequently seeking to recruit a number of experienced professionals to join their team. Your prior experience may have been gained with an energy or water company, a regulator, a financial institution or an accountancy/consultancy firm.

£ Competitive

Professionally qualified and currently operating at a Managerial level, you will have the ability to develop client relationships through the rapid appreciation of business issues and opportunities, as well as strong analytical and communication skills. As we work on an international scale, linguistic skills or international experience would be an advantage.

In return, PW offers a client base which includes some of the leading organisations in this exciting sector. Working in multidisciplinary teams, you will have the opportunity to develop new skills and to progress as quickly and as far as your abilities allow. Remuneration will be competitive and will reflect the extent and depth of your relevant experience.

Interested candidates should send a comprehensive CV to: Charles Macleod, Price Waterhouse, No.1 London Bridge, London SE1 9QL.

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Robert Hunt on +44 0171 873 4095

مکانیزم

FINANCIAL ANALYST

AMSTERDAM, THE NETHERLANDS

Our client is one of the fastest growing companies in the telecommunications industry. With a newly formed head office in Amsterdam, the company employs approximately 600 people worldwide. Due to strong expansion foreseen over the coming years, they are now looking to recruit a financial/business analyst who will report to the Vice President Finance & Administration.

Your main responsibilities will be:

- Close involvement in Group consolidation
- Review, analysis and reporting of financial performance

- Pro-active business performance analysis and recommendations
- (Acquisitions) valuations
- Supporting the regional offices
- Ad hoc projects

The ideal candidate will be a qualified accountant (RA/ACA/CPA) with four to six years experience gained working for one of the 'Big Six' and/or a multinational in a similar role. There is a strong preference for candidates who have been exposed to the telecoms and/or cable industry.

Furthermore you must be able to work to tight deadlines and under

50K + RELOCATION

pressure. Exceptional interpersonal skills are a prerequisite as is the ability to look commercially and strategically at the business. He/she should have extensive experience with spreadsheet software (Lotus/Excel) and prepared to travel at short notice. The business language is English.

If you are interested in this opportunity, please contact Mr Maurits A.N.M. Claassen on (3120) 6444 655 or alternatively send your curriculum vitae to the following address: Robert Walters Associates, 'Rivierstaete', Amsteldijk 166, 1079 LH Amsterdam, The Netherlands (Fax 3120 6429 005).

ROBERT WALTERS ASSOCIATES



LONDON WINDSOR NEW YORK AMSTERDAM BRUSSELS SYDNEY



Manchester

c.£40,000 + Car + Bens

UCI, a joint venture between Paramount and Universal, is the European market leader in the development and operation of multiplex cinemas. The Group has experienced sustained and rapid growth in both turnover and profitability. Significant plans for further expansion by acquisition, joint venture and organic growth include immediate entry into new markets in Brazil, Japan and Eastern Europe. To support this business development, UCI wishes to strengthen its corporate finance team through the appointment of two high calibre individuals.



Michael Page Finance

Specialist in Financial Recruitments

London Bristol Birmingham Edinburgh Glasgow Liverpool Leeds

Middlesbrough Manchester Nottingham St Albans & Worldwide

Director of Finance

Reporting to the VP Finance, your principal responsibilities will include:

- All aspects of group reporting.
- Development of group reporting systems including implementation of UCI reporting systems in new territories as they become operational.
- Establishment of improved financial disciplines.
- Co-ordination of group budgets and forecasts.

Candidates

- Qualified Accountant
- Experience gained within an international business environment
- Systems development and implementation skills

Ref: 269244

Candidates will require individuals with energy, enthusiasm and a strong commitment to achieving results within a small team. In addition, you will need to demonstrate well developed interpersonal skills along with a creative and innovative approach to problem solving. Both positions will involve extensive liaison with the US parents and with UCI's operating subsidiaries worldwide.

Interested applicants should forward a comprehensive curriculum vitae quoting the appropriate reference number above, to Stephen Banks, ACMA, at Michael Page Finance, Clarendon House, 81 Mosley Street, Manchester M2 3LQ. Fax: 0161 236 6961.

Director of Tax/Treasury

Reporting to the VP Finance, the primary areas of responsibility will include the following:

- Tax planning, with particular focus on the development of tax efficient structures for all UCI operations.
- Co-ordination of tax compliance for all companies in the UCI Group.

In addition, the right individual will have the opportunity to take responsibility for the group's treasury function.

- Management of group bank relationships.
- Development of treasury reporting and forecasting systems.

Candidates

- Probably a qualified accountant
- Demonstrable international tax experience
- Experience of treasury issues would be desirable though not essential.

Ref: 272970

Candidates will require individuals with energy, enthusiasm and a strong commitment to achieving results within a small team. In addition, you will need to demonstrate well developed interpersonal skills along with a creative and innovative approach to problem solving. Both positions will involve extensive liaison with the US parents and with UCI's operating subsidiaries worldwide.

Interested applicants should forward a comprehensive curriculum vitae quoting the appropriate reference number above, to Stephen Banks, ACMA, at Michael Page Finance, Clarendon House, 81 Mosley Street, Manchester M2 3LQ. Fax: 0161 236 6961.

BUSINESS CONSULTANTS

Part of a major international group, Wilco International provides investment banking systems to an expanding client base worldwide. The business has grown rapidly and continues to expand in order to provide the quality and speed of service demanded by our new and existing clients.

The Business Consultancy department is now seeking to recruit qualified accountants, in London, New York and Hong Kong, with one to two years PQE who have in-depth experience of accounting or consulting in the Securities industry. The role will include:

- working with clients to implement our settlement systems and advising them on the accounting issues
- being instrumental in the further enhancement of our systems
- expanding business knowledge through cross-consultant training and exposure to the differing businesses of our clients
- developing expertise in the various aspects of consultancy
- the possibility of travel abroad on short or long-term assignments.

If you have relevant experience, an enthusiastic demeanour, a flexible approach and are seeking to utilise your experience in a more exciting environment, please send your CV with a covering letter to Martin Vaggers, Human Resources Manager, Wilco International Ltd, Tumberry House, 100 Bunhill Row, London EC1Y 8ND. No agencies.

Wilco International Ltd



London-New York-Hong Kong

Swiss Entity Accountant

Major Investment Bank
London

£ Competitive

Our client is a Swiss owned, fully integrated global investment banking and securities firm with an outstanding reputation across all major markets. It has a substantial European presence, centred in London. Due to re-organisation, the firm is relocating the accounting responsibilities for its Swiss entities to London.

As a result, it now wishes to strengthen its reporting team in London, by recruiting an accountant to control all aspects of financial and management reporting for these Swiss entities. This broad role will also encompass communication on tax and legal matters, ad-hoc projects and some travel to Switzerland. Prospects for future progression are excellent.



Michael Page City

International Recruitment Consultants

London Paris Frankfurt Hong Kong Sydney

The successful candidate is expected to have good knowledge of Swiss GAAP and legal requirements. Banking knowledge is not a prerequisite - candidates will be considered from practice, the city, or industry. Relevant language skills would be advantageous.

There will be frequent contact with senior staff within the organisation, therefore strong communication skills are required. Salary will be commensurate with experience, and a package including full banking benefits will be offered.

Interested candidates should write, enclosing curriculum vitae, to David Leitch at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LH.

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Manager - European Finance Projects

West London

Merisel is one of Europe's leading distributors of micro-computer hardware and software products. As part of a \$5 billion global business, the company is committed to setting the standard for worldwide and world class distribution.

To continue the rapid growth, the company is currently undergoing a Pan-European restructuring. Our client wishes to make this critical appointment to develop the finance structure to support this process. Principal responsibilities will include:

- Implementation of new finance structures and procedures for changing European distribution channels.
- Maximisation of legal, fiscal and taxation benefits across Europe.
- Co-ordination and delivery of finance strategy for new European business.
- Project management systems development and transition to support new European structure.



Michael Page Finance

Specialist in Financial Recruitments

London Bristol Birmingham Edinburgh Glasgow Liverpool Leeds

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demanding role will be the enhancement of our well-defined and disciplined standard operating procedures.

You will be an ACA with a good first degree, possibly an MBA, and several years' post-qualification audit experience within a 'best practice' environment. You must have unequivocal credibility at senior management level, based on your sound professional expertise, integrity and strength of personality. First-class analytical ability with persuasive communication and presentation skills will also be essential to your success.

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- To provide an effective and efficient customer focused, risk based internal audit service.
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In the first instance, please send your CV with current salary details to: Julia Williams, K/F Associates.

Internet Home Page address: <http://www.kfassociates.com>

K/F ASSOCIATES

KORN/FERRY CAREER/GEORGE INTERNATIONAL

MANUFACTURING FINANCE MANAGER

M4 Corridor £40,000 Package + Relocation

Our client, a major UK FMCG Group, manufactures and markets an impressive range of household name products. Outstanding growth in recent years has been achieved through innovation, investment and outstanding customer service. The Group is planning a new IT strategy which will enable the business to gain substantial commercial advantage. An opportunity has arisen for a talented senior accountant to join the Group's flagship manufacturing site, as part of the senior management team.

Experiencing significant financial appointment will have broad based responsibilities including:

- Control and delivery of the financial management of a complex manufacturing operation
- Implementation of APZ and leading edge planning systems
- Continuous improvement in controlling costs and adding value to the manufacturing process
- Extensive liaison with all functions, combined with a major contribution as part of the management of a diverse range of strategic projects
- The ability to communicate effectively with all levels of management
- Management of a diverse range of strategic projects
- Extending your career with a track record of managing change within a quality, cost effective manufacturing group. Strong cost control and systems implementation skills, combined with the ability to communicate and implement at all levels are essential prerequisites.

A rare opportunity to deliver significant change within a major group. Career prospects based on outstanding performance.

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The Woolwich is an equal opportunities employer. We welcome applications from people with disabilities, from all races, religions and from both sexes.

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This innovative PLC, a £2Bn business, is a pioneer in a number of chemical related businesses, it has a name synonymous with quality and state of the art technology.

An opportunity has become available following the recent acquisition of a market leader in Germany. Reporting to the Commercial Director, this high profile role will assume responsibility for all management reporting and forecasting. Working with senior management you will gain exposure to all aspects of the business, defining and producing qualitative management information. Additionally you will assist in the implementation of the internal computer system across the business.

To perform this pivotal role you will ideally be aged between 25-30 years, possessing a recognised accountancy qualification with a minimum of 2 years industry experience.

Individuals should be proven communicators, be confident dealing with non-financial personnel and able to work in a multi task environment. Fluency in English and German is essential.

Interested candidates should contact Jane Storie, in strictest confidence at FSS Europe, Charlotte House, 14 Windmill Street, London W1P 2DY. Tel: (44) 171 209 1000 or Fax: (44) 171 813 9479. Ref: FT 003L.

Closing date for applications: 12 February 1996.



DOUGLAS LLAMBIAS ASSOCIATES

Finance and Operations Manager

c.£60,000 + Bens

West End

The Business

This Property Asset Management division of a major city institution controls all aspects of the Group's property investment portfolio, with responsibility for over £500m worth of capital assets and an annual income in excess of £50m.

The Role

A challenging opportunity encompassing a wide spectrum of business activities ranging from development of information systems, procurement and insurance to full involvement in the current programme of business review and operational improvements. Reporting directly to the Deputy Managing Director, you will be responsible for a finance team of 20, providing Financial and Management reports, as well as directing all other financial operations.

The Candidate

A graduate qualified accountant with strong leadership skills and at least 8 years experience of financial control and management reporting in a progressive environment. Experience of managing change and influencing the direction of a business are critical, as are the drive and enthusiasm needed to be a key member of a young management team. Property knowledge is an advantage but is not essential.



Please send a full CV quoting reference FT010296 to Jonathan Gill or Bruce Page, Douglas Llambias Associates, 410 Strand, London WC2R 0NS. Tel: 0171 836 9501 or Fax: 0171 379 4820.

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POSITION INVOLVES:

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Buying price - Offer or bid price.	
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- 1401 = 1700 hours	
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- 2001 = 2300 hours	
- Full day = 24 hrs.	
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A - Distribution free of U.K. taxes	
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a - Previous day's price.	
BB - Shortaturity profit.	
b - Yield before Jersey tax.	
d - Ex-distribution, ex-dividend.	
e - Only available to charitable bodies	
f - Yield concern above unrounded rates of NAV increases.	

MARKET REPORT

Rate cut anti-climax sees share prices drift

By Steve Thompson,
UK Stock Market Editor

There was an element of anti-climax around London's trading rooms at the performance of the UK's equity market following developments in international interest rates.

The disappointment stemmed mostly from the refusal of Germany's Bundesbank to reduce its key Lombard and discount rates, although the market's displeasure was diluted as the bank cut a further 10 basis points off its repo rate and fixed it at 3.3 per cent for the next two weeks.

By the end of a session described

by some traders as "lifeless", but which nevertheless saw some keen activity across many market sectors, the FT-SE 100 was left with a 6.5 decline at 3,552.8.

Once again, the second-line stocks delivered a better performance than their seniors, with the FT-SE Mid 250 index always outperforming the FT-SE 100. The Mid 250 eventually closed 3.9 firmer at 4,128.9, creeping ever nearer to its previous record of 4,152.8.

London's rather disappointing performance came in the wake of a similar response by Wall Street overnight to the reduction of 25 basis points in the Federal Funds rate and in the US discount rate.

tors could be expecting them to tumble further - in the options market one trader anticipated the shares falling below 178p.

Hanson dips

The market has watched open mouthed as biotechnology stocks have broken all boundaries. But after a couple of pieces of negative press comment, it looked like the fundamental derating of the sector had begun yesterday.

Celltech, the biotechnology company, plunged 163 to 518p with 6m shares changing hands as the market reacted sharply to the withdrawal of one of the company's drugs.

Dealers said the range was between a shock figure of 138p a share from NatWest Securities and a more cushioned estimate of 224p a share from James Capel. However, the latter estimate was believed to have been flattered by historic estimates for Quantum, the chemicals division, which performed well on rocketing commodity prices.

The range was concentrated around an estimate of 180p a share, with Hoare Govett, the company's broker, on a more conservative 178p a share. Nevertheless, analysts stressed that these sum-of-the-parts calculations were mere starting points based on trading multiples.

The upside will depend on many things, ranging from the dramatic - such as the sale of one or more divisions - to the more quotidian - such as lowered dividends enabling greater growth.

Nevertheless, longer term considerations failed to impinge on sentiment yesterday and Hanson shares fell a further 9 to 193p on turnover of 52m shares. And some investors

Although global markets had mostly been expecting the cut in US rates, traders and other market observers said Wall Street's reaction had been surprising.

The Dow Jones Industrial Average ploughed through the 5,400 level on the news, but failed to hold on, closing at 5,385 on Wednesday.

That performance encouraged London's marketmakers to adopt a cautious line at the start of trading, with most of the leaders kicking off slightly lower and giving further ground after a disappointing opening by bond markets.

News of better than expected trade figures for November - the deficit was the lowest monthly fig-

ure since March last year - failed to produce any real reaction in gilt or equities. It took the news of the German repo cut to spark a rally.

From being down 14.8 shortly after the opening, the FT-SE 100 clawed its way back to post a 4.6 decline, before embarking on a gradual retreat at the close.

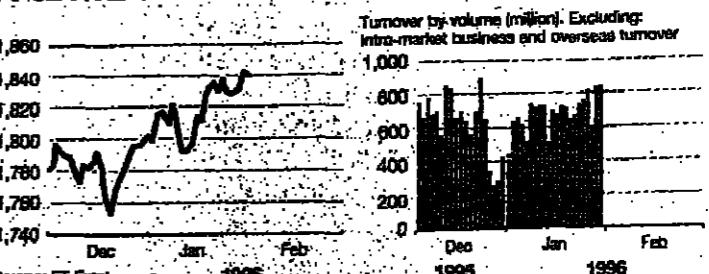
"There was a feeling of disappointment around the market with the day's events, but it has to be said that we need some sort of consolidation after recent gains," said one top marketmaker. He warned that London could fall further if there were no pick-up in US Treasury bonds, which he said remained the key to market performance.

"It does not really matter if Wall Street is up 20 points or down 20 points, it is bonds that will lead the way," he added. The latest data from the US provided further evidence of a slowing economy.

More profits warnings, albeit from small companies, and a handful of broker downgrades also undermined confidence in share prices, while the market's most recent fashionable sector, the biotech stocks, took a fearful hammering after bad news from Celltech, one of the high-flyers.

Turnover at 6pm was a highly respectable 889.5m shares. Retail business on Wednesday was worth a total of £2.43m.

FT-SE-A All-share Index



Indices and ratios

	FT-SE 100	3762.8	-5.5	FT Ordinary Index	2782.8	-5.8
	FT-SE Mid 250	4128.9	+3.9	FT-SE-A Non Fin's p/s	17.10	(17.12)
	FT-SE-A 350	1865.8	-2.2	FT-SE100 For Mar	3770.0	+9.0
	FT-SE-A All Share	1840.21	-1.75	10y Gilt yield	7.46	(7.49)
	FT-SE-A All Share	3.71	(3.71)	Long gilt/equity yld ratio:	2.12	(2.13)

Best performing sectors

1 Telecommunications	1.2	1 Diversified Inds	-1.4
2 Other Financial	+0.9	2 Retailers, Food	-0.8
3 Electricity	+0.8	3 Pharmaceuticals	-0.8
4 Utilities	+0.9	4 Tobacco	-0.7
5 Engineering, Vehicles	+0.8	5 Gas Distribution	-0.6

Worst performing sectors

FUTURES AND OPTIONS

FT-SE 100 INDEX FUTURES (LIFFE) £25 per full Index point (APT)						
	Open	Settling	Change	High	Low	Est. vol
Mar	3761.0	3768.0	+8.0	3771.0	3754.0	8754
Jun	3782.5	3771.5	+8.0	3782.5	3762.5	40
Mar	4128.9	4128.9	0.0	4128.9	4128.9	1233
Jun	4140.0	4140.0	0.0	4140.0	4140.0	0

FT-SE 100 INDEX OPTION (LIFFE) £10 per full Index point

FT-SE MID 250 INDEX FUTURES (LIFFE) £10 per full index point

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AMERICA

Profit-taking pulls Dow from the peak

Wall Street

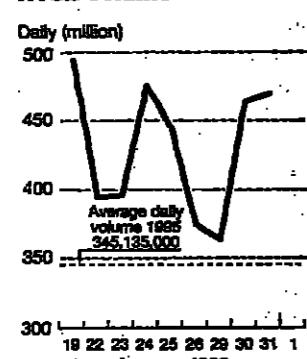
Leading US stocks fell yesterday morning, ending their record breaking run, as profit-taking set in following Wednesday's interest rate cut, writes Maggie Urry in New York.

A sharper than expected fall in the National Association of Purchasing Management's index in January also raised concerns that the economy was becoming too weak.

However, by 1pm the Dow Jones Industrial Average had recovered much of an earlier 24-point fall, and was off \$0.03 at 5,388.27. The broader indices were more resilient, with the Standard & Poor's 500 up 0.25 at \$362.37.

Stronger technology and biotechnology stocks lifted the American Stock Exchange

NYSE volume



composite by 0.97 to 555.07 and the Nasdaq composite by 5.14 at 1,064.93.

Volume on the New York SE came to 262m shares.

The fall in the Dow was in spite of a rise of 5.1% to \$110 in IBM, a Dow constituent. Other technology stocks were firm, recovering from a sell-off in recent weeks. Micron Technology, rose 5.1% to \$35 in heavy trading, while LSI Logic was up 3.3% to \$31 with brokers saying January orders were good. Motorola, the communications group, was up 3.1% to \$55.

In the bio-technology sector, Amgen gained \$2 to \$32.4, following strong fourth quarter earnings announced late on

Mexico weakens

Mexico City opened weaker and was unable to shake off the negative sentiment by mid-morning. At noon the IPC index was down 24.95 at 3,008.70.

Analysts said many investors had begun to take profits earlier this week following the market's strong start to the year. Worries about high inflation and the peso's ability to weather lower interest rates had also caused some institutions to reduce their exposure.

Autlán, a mining company,

Wednesday, and indications from the company that 1996 would see earnings up by 15 to 20 per cent.

However, some technology stocks fell. Adobe Systems, the software group, dropped \$4 to \$30 in early trading, adding to Wednesday's \$3 fall, before recovering to \$33.4. Several brokers downgraded the stock and cut forecasts citing disappointment with the recent Frame Technology acquisition.

Netscape Communications, the internet browser group, fell \$10% to \$154 after reporting earnings late on Wednesday, which came in below the market's high hopes.

Lower fourth quarter earnings from Circon, which makes video equipment for medical use, cut the shares \$4 to \$11.3, a drop of 27 per cent. Earnings from Informix, a database group, also disappointed the market and its shares fell \$1.1 to \$31.4.

News of a \$270m restructuring charge at Toys R Us, the toy retailer, lifted the shares \$1.1 to \$23. Whirlpool, the domestic appliance maker, forecast better earnings later in 1996 after a poor first quarter, which pushed its shares up 3.1% to \$35.

Insurers suffered a bout of profit-taking after rising on Wednesday's rate cut. General Re fell 2.2% to \$50. AIG was down 3.1% to \$56.5 and Chubb declined 3.3% to \$100.4.

Gold shares gained on the continued strength in the gold price. Newmont Gold was up 2.2% to \$77.4.

Canada

The Toronto market burst through the 5,000 level for the first time ever in bush trade, led by rallying gold stocks and a strong performance by the oil and gas sector in response to the record cold weather that hit Canada and the US this winter.

The TSE 300 composite index was 32.07 stronger by noon at 5,000.50 in very heavy volume of 612.2m shares.

Gold mining stocks were broadly higher as London spot prices were fixed at their highest level since August 1990.

EUROPE

Mr Maccanico gets guarded welcome in Milan

The appointment of a compromise candidate, Mr Antonio Maccanico, as prime minister designate was given a guarded welcome in MILAN.

The appointment put off the prospect of the country being plunged into a general election campaign, three years early.

However, analysts cautioned that Mr Maccanico potentially still faced an uphill struggle as he tried to form a cabinet with broad backing to head the country's 55th government since the end of the Second World War.

The Comit index rose 10.61 to 630.55, while the main Mibex index closed 1.8% ahead at an this indicated 2,472.53. Turnover eased from DM13.4bn to DM12.5bn.

Construction issues climbed for the third day in succession, Hochschield ending DM32 up at DM702 for a rise of 9.2 per cent on the week to date.

Mr Michael Geiger, German strategist at CS First Boston, said that the German programme for capital investment and job creation, announced at the weekend, would be partly construction related; that the sector was depressed, with share prices down 33 per cent in 1995; and that last week's Hochschield progress report had been comforting.

The story that the Transrapid high-speed train project would be more expensive than planned left Thyssen DM3.05 lower at DM283.55.

FRANKFURT decided that the Bundesbank's inaction on key interest rates gave it room to lower them in future, the Dax index ended at a new all-time high, 9.53% ahead at an this indicated 2,472.53. Turnover was SF1.7bn, reflecting heavy foreign interest in the market.

Danone rose FFR1.2 to FFR1.222, recovering from a session's low of FFR1.02 in reaction to disappointing 1995 results.

MADRID's general index hit a new 50-point cut from the Bank of France in its intervention rate and the CAC-40 index just 3.06 at 2,024.09.

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Decisions to locate in region expected soon from Hong Kong and Japanese companies

Wales wins first Korean investment

By Roland Actiborough
in Cardiff

The first investment in Wales by a South Korean company is to be announced by the British government on Monday. Halla, a large engineering and heavy industry group, is investing about £17m (\$25.7m) in a new plant at Merthyr Tydfil in south Wales. It will create 300 jobs.

There was competition for the project from elsewhere in the UK and from Belgium. The company's subsidiary Halla Euro Enterprise has a sales

and marketing office in Hatfield near London, but the Welsh unit will be its first manufacturing plant in the UK. The unit will be Halla's European base for making construction equipment in a 15,000 sq m factory to be built by the Welsh Development Agency.

The project, which is grant-aided by the Welsh Office, was secured after 12 months of negotiation including a mission to South Korea last September by Mr William Hague, chief minister for Wales, and Mr David Rowe-Beddoe, chairman of the development

agency. In all, nine projects in different sectors, and destined for varying parts of Wales, are in the final stages of negotiation with the British government and the agency. Six are by non-UK companies.

The biggest single project is by QPL, the Hong Kong electronics group. Negotiations have been taking place for several months for a microchip plant in South Wales which would create 750 jobs in an investment of about £500m. An announcement is expected by the end of this month. QPL has two existing

operations in south Wales. It bought Newport Wafer Fab in 1992 from SGS-Thomson, the Franco-Italian semiconductor company, and the following year QPL's subsidiary Asat announced it was investing £22m in a circuits plant.

Another probable deal in south Wales is a joint venture by two Japanese electronic companies which will create 100 jobs. A heavy manufacturing project in north Wales is also close to being finalised. Together with other projects, a total of almost 3,000 jobs could eventually be created through

our Wales. Wales, which for many years won a disproportionate share of inward investment into the UK, saw its share slip to 11.5 per cent in 1994-95 compared with 15.8 per cent in the previous year.

Last month, Mr Rowe-Beddoe said that if projects under discussion went ahead "according to schedule", then the WDA would exceed its inward investment target for this financial year of 10,000 new and safeguarded jobs. This compared with 7,316 jobs achieved in 1994-95, below the target of 9,700 jobs.

Manufacturers turn to temporary workers

By Peter Marsh
in London


From shampoo to bicycles and from chocolates to computers, manufacturers are turning increasingly to temporary workers as part of their moves to more flexible working methods.

The number of temporary manufacturing workers has almost doubled in the past five years in proportion to the whole manufacturing workforce. This switch has been much more marked in manufacturing than in other sectors. Across the entire economy, temporary employees increased by 350,000, or 30.2 per cent, between 1990 and 1995 according to the Central Statistical Office.

Manpower, the US-owned employment services agency which specialises in hiring workers and contracting them out for industrial work, said it employed about 9,000 short-term workers doing industrial jobs in its client companies — more than four times the figure in the late 1980s. Temporary workers are often paid less than full-time staff and the employer usually does not contribute to pensions. The workers earn only when at work — which can reduce company overheads.

Many companies warn, however, that output is likely to

suffer if pay rates and training are cut too much.

One of the workers employed by Manpower is Mr Gerard O'Reilly, who has lived in London and has had about 10 mainly industrial jobs in the past two years. "In some ways the variation is good, though I would like more stability," he said.

At Design to Distribution (D2D), a manufacturing arm of ICL, the computer maker, total employment has grown to 2,500 in the past five years from 1,800. However, of the extra 700 new jobs, 500 are for temporary workers. Mr Alastair Kelly, managing director of D2D, said: "Partly because of the use of temporary workers we can be making products between a week and three months of receiving a design — compared with up to five years in 1990."

About 10 per cent of the more than 1,000 workers at Procter & Gamble's consumer products factory in Manchester are on temporary contracts, mainly of between one month and a year.

The flexibility helps the company to compete with suppliers outside Britain, said Mr Trevor Barber, the plant manager. "Having people on temporary contracts means we can respond to increased demand from around Europe much more quickly than in the past," he added. By hiring people on short-term contracts, production can be accelerated within a month compared with three times as long as for a comparable factory staffed completely

Employees in temporary work 1990-1995

	1990	1995	Change 90-95
Manufacturing			
Temporary	120,000(4.4%)	201,000(4.4%)	+81,000(+67.5%)
Total	5,127m	4,537m	-590,000(-11.5%)
Other sectors*			
Temporary	1.04m(8%)	1.31m(7.8%)	+270,000(+26%)
Total	17.27m	17.14m	-130,000(-0.8%)
Total	121.04m	212.14m	+91.10m(+75.1%)
**	1.87m(5.2%)	1.57m(7%)	+350,000(+30.2%)
** Total	22.35m	21.67m	-720,000(-3.2%)

*Figures in first 2 columns show proportion of temporary workers in total employment.

**Figures in last 2 columns refer to change between 1990 and 1995.

Annual figures are taken from the ONS Labour Force Survey, spring 1990 and 1995, with adjustments for statistical changes.

Source: Central Statistical Office

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Source: Central Statistical Office

from its customers — mainly computer makers and other disc drive companies — which commonly require a 48-hour delivery time. "We would be unable to compete if we kept all our people on full-time contracts," said Mr Steve Barber, the manufacturing director.

At the Black & Decker factory in Spennymoor, northern England, the company has about 1,600 core workers producing power tools and garden products. The numbers are supplemented by 400 temporary staff early in the year.

A big ice cream factory at Gloucester in western England takes on seasonal workers depending on fluctuations in temperatures — which can trigger sudden demand changes.

The factory, run by Birds Eye Walls, part of Unilever, increased its short-term workforce to 150 last summer, up from a peak of about 100 in previous years.

Another reason for companies taking on temporary staff is economic uncertainty. At a fibreglass factory in Wigton in north-western England run by PPG, a big US industrial company, total employment is at 650 compared with 400 in 1992.

But PPG has increased its use of temporary workers, which now number about 60. "There is a lot of uncertainty and we don't want take on full-time workers only to make them redundant later," said Mr Steve McKeown, human resources manager at the factory.

With a switch in employment policies over the past five years, the company now has 100 full-time staff at its factory in Winchester in southern England, 60 fewer than in 1990.

But it also employs at least 100 short-term workers on temporary contracts, a figure that leaps to 300 just before Christmas.

At the Nottingham plant between 250 and 350 temporary workers are employed alongside a "core" workforce of about 1,000. Use of temporary staff goes up just before Christmas when the factory has to turn out 30,000 bikes a week.

The strategy means the time taken for the company to build a bike has halved in the past five years to within six weeks of a customer order. As a result, the company carries about half the stock it used to.

At Bendicks of Mayfair, a maker of upmarket chocolates

owned by Storck, a German company, two-thirds of the demand comes in the Christmas season.

Flexible working to fit in with fluctuations in demand is one of the "key reasons" why the Raleigh bicycle factory in the Midlands city of Nottingham is now profitable after heavy losses in the 1990s, said Mr Alan Finden-Crofts, the chief executive of Derby International, Raleigh's owner.

At the Nottingham plant between 250 and 350 temporary workers are employed alongside a "core" workforce of about 1,000. Use of temporary staff goes up just before Christmas when the factory has to turn out 30,000 bikes a week.

The strategy means the time

taken for the company to build a bike has halved in the past

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to.

Xyratek juggles employment numbers to match demand

from its customers — mainly computer makers and other disc drive companies — which commonly require a 48-hour delivery time. "We would be unable to compete if we kept all our people on full-time contracts," said Mr Steve Barber, the manufacturing director.

At the Black & Decker factory in Spennymoor, northern England, the company has about 1,600 core workers producing power tools and garden products. The numbers are supplemented by 400 temporary staff early in the year.

A big ice cream factory at Gloucester in western England takes on seasonal workers depending on fluctuations in temperatures — which can trigger sudden demand changes.

The factory, run by Birds Eye Walls, part of Unilever, increased its short-term workforce to 150 last summer, up from a peak of about 100 in previous years.

Another reason for companies taking on temporary staff is economic uncertainty. At a fibreglass factory in Wigton in north-western England run by PPG, a big US industrial company, total employment is at 650 compared with 400 in 1992.

But PPG has increased its use of temporary workers, which now number about 60. "There is a lot of uncertainty and we don't want take on full-time workers only to make them redundant later," said Mr Steve McKeown, human resources manager at the factory.

With a switch in employment policies over the past five years, the company now has 100 full-time staff at its factory in Winchester in southern England, 60 fewer than in 1990.

But it also employs at least 100 short-term workers on temporary contracts, a figure that leaps to 300 just before Christmas.

At the Nottingham plant between 250 and 350 temporary workers are employed alongside a "core" workforce of about 1,000. Use of temporary staff goes up just before Christmas when the factory has to turn out 30,000 bikes a week.

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Xyratek juggles employment numbers to match demand

UK NEWS DIGEST

Lords attack British Council cuts

Government plans to cut spending on the British Council were denounced in the House of Lords, the upper house of parliament. Lord Redesdale, one of more than a dozen peers who spoke in defence of the agency that promotes British culture, said the cuts could mean the shedding of 500 jobs or nearly half the council's UK staff. Lord Redesdale is a member of the centrist Liberal Democrat party. While the government had promised to retain as many as possible of the council's offices in more than 100 countries, he believed that "short of a miracle, they cannot avoid closing some of their overseas missions". Lord Chesham, a deputy chief whip in the governing Conservative party, said the government recognised the value of the council's work, but no agency could expect to be exempt from budget stringency.

Lord Judd, a former director of the Oxfam aid agency, described as disproportionate a 28 per cent cut in the grant to the British Council by the Overseas Development Administration at a time when the general cut in ODA spending was 5 per cent.

Bruce Clark, Diplomatic Correspondent

ICI to expand output of film for packaging

ICI, the UK chemicals group, is to expand production at Dumfries, Scotland, of Metfilm polyester film. The expansion will feed a European market for multi-coloured, metallised film packaging for food that has been growing at more than 8 per cent a year for the past decade. It will cost £20m (£30m), create 50 jobs and lift ICI's global Melinex capacity by 20,000 tonnes to about 125,000 tonnes.

The advantage of polyester film over its forerunners, such as the polypropylene film used for cigarette packets, is that it can be coated. This has provided a new material for phone cards, motor insulation and touch sensitive switches in electronic equipment.

ICI has built up sales of £250m in this market, £150m of which is in Europe, where the company has a market share of 22 per cent. Competitors include Hoechst of Germany, DuPont of the USA and Rhône-Poulenc of France. ICI also has a 7,500 tonne Melinex plant in Japan and a 50,000 tonne plant in Hopewell, USA.

Jenny Luesby, Industrial Staff

Amoco-led consortium to enlarge gas terminal

A consortium led by Amoco, the US oil company, is to spend £70m (\$106m) on expanding the Cats natural gas terminal at Seal Sands in

north-east England. About 300 construction jobs will be secured as a result of the expansion. The terminal is at the shore end of the 360km central area transmission system, a pipeline which collects gas and natural gas liquids from a number of North Sea fields. About a fifth of the UK total gas production will soon flow through Cats.

Robert Corzine, Industrial Staff

DuPont aims to open Scottish plant next year

DuPont, the US chemical company, plans to build a plant in Scotland to manufacture photomasks for use in making microchips. The 1,000 sq m plant will be at Hamilton near Glasgow and will initially employ 25 people, rising later to 80. It should open next year. The plant is intended to serve the many semiconductor makers with plants in the UK and Republic of Ireland. It will be the company's third photomask facility in Europe and may also serve customers in mainland Europe. The size of the investment has not been disclosed.

James Buxton, Edinburgh

Saudi dissident's delay request is rejected

Mr Mohammed al Massaari, the Saudi dissident who was ordered out of Britain last month, failed yesterday in an attempt to secure more time to prepare his appeal. The Immigration Appeals Authority at Wood Green in north London rejected a request for an extra month to prepare the case and confirmed that a full hearing would take place on February 22. Mr Massaari's lawyers had said more time was needed to ascertain whether the Caribbean island of Dominica, which has agreed to accept him, really could guarantee his safety from retaliation by the Saudi regime. The British government has accused Mr Massaari of abusing its hospitality by establishing an organisation which accuses the Saudi royal family of corruption.

FT Foreign Staff

Protesters commemorated: More than 200 animal rights protesters gathered at Coventry airport in the English Midlands to commemorate Jill Phipps, who died a year ago after falling underneath a lorry carrying live calves. She died as a small group of protesters tried to stop trucks reaching the airport with live calves destined for shipment to mainland Europe. Export traders are regularly pursued by demonstrators who claim that the animals are treated cruelly after they leave Britain. "Jill would have continued opposing this trade throughout her life," her brother Zab said at yesterday's ceremony. "We all must and will continue the fight until it is finished."

Shoplifters barred: A thief was barred by a court from all stores owned by Tesco, one of the biggest chains in Britain. Mr Jim Heritage, unemployed since 1980, once stole 18 bottles of whisky and other spirits in several visits to the same Tesco store. Mr Heritage, who has been prosecuted a total of 40 times for stealing from various stores, said: "Boredom starts it off but then adrenalin keeps me going; adrenalin is the worst drug in the world."

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MANAGEMENT

Andrew Jack examines the ambitious ethics reforms of Lyonnaise des Eaux

Water music

It was with an eye on the past as much as on the future that the board of Lyonnaise des Eaux, the giant French utilities and construction group, resolved last spring to develop a wide-ranging package of corporate governance and ethics reforms.

During the remaining months of 1995, the directors moved swiftly to put in place one of the most ambitious sets of initiatives in any French company, and which make the group appear to stand out even among many of its more progressive Anglo-Saxon competitors.

Their efforts culminated with the unveiling this week of an international corporate image campaign to broadcast the ideas.

While playing up the significance of these enlightened intentions, however, Lyonnaise must also try to live down the embarrassments of its recent past.

Over the last year the group has been drawn into growing allegations about the links between politicians and business in France which were widespread in many companies during the 1980s. Some of these were highlighted during Lyonnaise's initially hostile bid for Northumbrian Water during 1985.

Under the shake-up, three new sub-committees of the main board have been created: one to discuss auditing and accounting; another to determine the compensation and nomination of executives; and a third to take charge of ethical policies.

It has appointed foreign, non-executive directors to its board; selected an executive director who is solely responsible for ethics matters and produced ethics codes for both the parent company and its principal subsidiaries. Wrongdoers have been fired.

The directors have attempted to embrace a wider range of values, stressing duties not only to shareholders, but to employees, customers and to the community at large – particularly in environmental matters and in urban affairs.

Starting this year the group has

pledged to publish full details of the remuneration – including stock options – payable to Jérôme Monod, the chairman. Information on other senior executives is likely to follow. It is also considering drawing up a formal charter laying out directors' responsibilities.

All these initiatives came ahead of – and went considerably further than – recommendations made this summer by a committee set up to examine corporate governance in France chaired by Marc Vénot, head of Société Générale, the banking group; and a report on stock options led by André Levy-Lang, chairman of Paribas.

The Lyonnaise board also took the decision in November 1994 to ban all future contributions to political parties – two months before Édouard Balladur, the former prime minister, pushed through a law making such payments illegal for all companies.

René Coulomb, group director responsible for ethics, argues that the reforms were driven by both the internal management challenges of coping with the rapid expansion of Lyonnaise des Eaux, and the external pressures of customers and investors from abroad.

Some 43 per cent of turnover is now generated outside France, and 30 per cent of shareholders are foreign, mainly from Switzerland and Anglo-Saxon countries – where he says "people are much more serious" about governance and ethics issues than in most of continental Europe.

"We had to defend the values of the company in a group which is international, decentralised and in which power is delegated," he says. "We want the values of quality demonstrated by Japanese companies, and the mode of governance and ethics issues than in most of continental Europe."

Yet while the group may be in the vanguard of the gathering corporate responsibility bandwagon in France, it will also have to work hard to escape from the shadow of corruption investigations touching



Jérôme Monod; the group has pledged to publish full details of his remuneration

its executives.

In November, for instance, a court in Lyon fined Alain Cartignon, the mayor of Grenoble, FFr400,000 (£52,000) and sentenced him to five years' imprisonment in relation to the city's award of the water contract to Lyonnaise des Eaux and a local partner in 1989. Prosecutors claimed he had accepted large sums of money, flights and use of a flat in Paris, ahead of the decision.

Others, including Jean-Jacques Prompsy, an executive for Lyonnaise at the time, were also found guilty by the Lyon judges, although the group rejects the charges against it and is appealing.

The Cartignon case highlighted a broader tendency in France. Triggered partly by difficulties in financing the country's political parties, and boosted by the decentralisation of power to local officials during the 1980s, the award of public-sector contracts to companies offered considerable scope for unorthodox payments – often in the form of excessive fees paid to firms of consultants linked to politicians.

Today there are more checks and balances on decisions taken by local elected officials; a new-found aggression by judges; and laws out-

lawing political contributions by business and demanding transparency and fair competition in the award of public contracts.

The code of ethics for Lyonnaise des Eaux states explicitly that employees must never authorise illegal payments and always reject them if they are offered.

Meanwhile, the group has been fighting back, demanding a "right of response" in newspapers.

Lyonnaise is emphasising the more positive changes it has introduced to help mould its future conduct, notably its corporate governance reforms. The open question is how effective the new policies can be, whether its ethics codes can be implemented and effectively monitored. Coulomb points to training courses for staff, the role of internal auditors and ethics officers in each subsidiary to examine compliance, and the threats of disciplinary action against those who fail to respect the rules.

He also highlights at least one recent instance in which a Lyonnaise subsidiary failed to win a contract awarded by a local authority because it refused – unlike a competitor – to provide a contribution to a "consultant".

Are technologists taking over America's boardrooms? If not, some say, they certainly ought to. With the information revolution in full swing, companies are having to place ever bigger bets on where technology goes next. Is the old-style chief executive – trained in finance, marketing or the law – equipped to understand the choices?

Not according to Alan Merten, dean of Cornell University's business school. Technological issues, he argues, are increasingly cropping up at the highest level of corporate strategy. It takes a certain kind of background to handle them.

This applies not only to high-tech industries as conventionally defined. A financial-services company may need to understand how to carry out its transactions securely over the Internet. If it backs the wrong technology, it might never get back into the market. In such cases, Merten says, the boss must be able to ask informed questions before making the decision.

Granted, the professor is an interested party. He has just introduced a shortened MBA course aimed at technologists, whom he defines as PhDs in any scientific discipline, from biology to mathematics. He has a PhD in computer science.

The point about technologists as managers, Merten argues, is that they have been trained both in quantitative techniques – maths and statistics – and in what he calls modelling skills. That is, they are used to abstracting the essential elements of a problem and solving it in a disciplined way. Non-technologists find ways of avoiding technological issues. Technologists are predisposed to embrace them.

On the other hand, he concedes, not all technologists are managers. Too many suffer from what he terms the nerd factor; they chose science in the first place as a means of avoiding people. In vetting candidates for the technologists' MBA, he and his colleagues have to put particular stress on face-to-face interviews.

And, he further concedes, the rise of the technologist boss is hard to quantify, if only because it is just starting to happen. As

evidence of the trend, he prefers a survey of senior managers at Fortune 1000 companies.

Two thirds of those interviewed agreed their companies would be more competitive if more of their senior managers were technologically literate. A similar number agreed the cultural divide between technologists and the rest, such as sales and marketing staff, was a significant problem for their company.

The snag is that in today's climate, it would take a decided

managers have been technologists all along. Jack Welch, chairman of General Electric, has a PhD in chemical engineering.

Again, some corporations have recently appointed technologists as bosses, with striking effect. Kodak's recent change of strategic direction, with its greater emphasis on the esoteric world of digital imaging, is the work of George Fisher, a PhD in applied mathematics brought in two years ago from Motorola.

There is plenty of evidence the other way. The dominant set of technologies affecting business today, Merten argues, are those involving communication and information: that is, telecommunications and computers. These industries are themselves subject to particularly convulsive change.

The chairman of the biggest US phone company, AT&T, has a degree in political science and economics. The man just chosen as his number two is also an economics graduate. The biggest computer company, IBM, chose as its chairman two years ago a marketing man whose business background consisted of selling biscuits and cigarettes.

But if the thesis can be shot down in detail, it is not necessarily wrong. Two dominant trends in contemporary business are the shortening of product life cycles and the non-proprietary nature of technology. There is no longer the time for a technology to mature within an organisation, so that the laymen on the board can feel comfortable with it before putting it into effect.

When the Anglo-Dutch consumer company Unilever put a powerful new detergent on the European market 18 months ago, it did so in a hurry to catch up with its US rival, Procter & Gamble. It did not fully appreciate that the new manganese-based catalyst which made the detergent so effective could also damage certain types of clothes.

Procter & Gamble duly noted the fact and publicised it, and the product was buried. Perhaps Unilever should have more PhD chemists on its board.

contrarian to say anything else. Executives are bound to agree that technology is a good thing: the question is what they do about it.

According to an alternative source, not much. A partner at a big New York firm of headhunters, while intrigued by Merten's thesis, sees little sign of it in practice. When his company is asked to find a CEO, the client's chief criteria are still the conventional ones: basic managerial competence and leadership.

Granted, there is an increasing requirement for people with a proven background in handling technological change. Even then, he says, the main requirement is more often marketing or finance.

If one looks to the big corporations, the evidence is mixed. Some eminent US

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LEGAL NOTICES

Insurance Companies Act 1982

Policyholders Plan Limited

Transfer of General Business

NOTICE IS HEREBY GIVEN that Private Patients Plan Limited applied to the Secretary of State for Trade and Industry on 1st February 1996 for its approval, pursuant to Part 2 of Schedule 2C to the Insurance Companies Act 1982, to amend its Policyholders Plan Limited to include the United Kingdom.

Copies of this statement of particulars of the proposed transfer are available for inspection at the registered office of Private Patients Plan Limited, 10 Belgrave Square, London SW1X 8QH, between the hours of 9.00 am and 2.00 pm, Monday to Friday.

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Musical/Alastair Macaulay

Cheap and cheerless

At one point in Act Two of the new musical *The Fields of Ambrosia*, the hero Jonas dumps into his wimpish chum Jimmy, who is looking sore and lachrymose, and asks him what's the matter. Jimmy replies, of course, by singing, and his opening words are "If it ain't one thing, it's another."

As it happens, we know why Jimmy is upset. He has just been the victim of homosexual rape at knife-point by two vicious prisoners at knife-point by Jimmy's truck. "If it ain't one thing, it's another" is, you may well think, an almost commendably stoic response to this presumably traumatic experience. But no, Jimmy is actually reacting to his entire life! Here comes the rhyme: "... I was just ten when I lost my mother."

At this point, I confess that my concentration broke for a little while. As soon as I could bring myself to attend again to poor Jimmy, he was singing "They never once held me, or called me their own, alone." I have a horrific feeling he may have been referring to the guys who raped him. Anyway, Jimmy's point is that everyone has always been rotted to him. He is a real sob-sister. "Alone! Alone!" he sings, and the strings come in and the percussion helps him to pump up a climax, reaching a high A: "Alone!"

Now, this claim to loneliness is ungrateful of Jimmy - for in Act One we saw Jonas treat him to a lively if gruesome session in what I hope was the worst little whorehouse in Texas (or Mississippi, or Louisiana, or wherever they were). It is true that Jimmy did not enjoy himself there, but nobody can say one whom didn't try to rectify that situation.

Anyway, Jonas is not the kind of guy to hold a grudge. He offers Jimmy a job as his assistant. Assistant to the one and only travelling executioner in the state! Jimmy cannot believe his luck - though within moments he is negotiating to have his name painted on the truck. You and I might not wish to have our names painted on the truck where we had been raped by two knife-wielding prisoners of our own gender; but then you and I are not characters in *The Fields of Ambrosia*.

Since this show - which comes to the West End from a triumphant run in New Jersey - is a rock musical, you will hardly be surprised to hear that it is terrible. Truly it presents

itself like a sitting duck waiting to be shot at; but one hardly wants to blame this particular show - one wants to blame the genre. Excellence in rock musicals is rare to the point of being inappropriate. Banality is the norm: banality of rhythm, rhyme, feeling, characterisation, story.

The real key, of course, is rhythm. Musicals were essentially a creation of the jazz age. They drew from ragtime, from operetta, from vaudeville; but it was jazz, and then swing, that made the form take wing with Irving Berlin, the Gershwins, and others. Syncopation, and rhythmic surprise, produced a witty and fresh expression of the human spirit. The monolithic nature of the rock beat does the opposite: it confers predictability and staleness upon its characters. The rock in *The Fields of Ambrosia* is especially stale; and yet the music is by no means the worst thing about it. This show is (1) silly, (2) dull, (3) cheap-minded.

1. *Silly*. Jonas Candide is a travelling executioner, in the early years of this century. The truck that proves so fatal for poor Jimmy contains Jonas's very own electric chair. As a *solo* idea, this is no worse than, say, Sweeney Todd. But Jonas is an unamusing con-man who makes one blunder after another, until he ends up in his own electric chair. One of his ghastlier blunders is the title song, which he delivers to his victims, inviting them to look forward to heaven after death:

"The fields of Ambrosia Where everyone knows ya." Needless to say, he leads the whole company in a surging reprise of this ludicrous number as he sits strapped in and waiting for the electric blast. The voice of his dead jailbird girlfriend Gretchen, whom he shot by accident when she was encouraging him to shoot his friend the prison guard, is heard adding a soprano descant line to this ensemble.

2. *Dull*. Lest any connoisseurs of kitsch hope that *The Fields of Ambrosia* might be worthy of cult attention, I hasten to assure them that most of it is exceptionally boring. It is all-sung, and virtually every section gets locked into a rhythmic and melodic straitjacket. The rhymes are often desperate and inept. Each song sounds like something you forgot the moment you heard it on the car radio five years ago. The use of the revolving stage almost makes me miss *Les Mis*.

3. *Cheap-minded*. This show is the

brainchild of Martin Sylvestri, who wrote the music, and Joel Higgins, who not only wrote its book and lyrics but also plays Jonas. They adapted it from a 1970 Hollywood film version of the tale of Jimmy Thompson, who really was the sole travelling executioner in the state of Mississippi, early in this century. In their version, there is not one large-spirted or decent character or moment.

It tries one cynical ploy after

ARTS



Sitting duck: Christine Andreas as Gretchen in *The Fields of Ambrosia*

Sponsorship/Anthony Thorncroft

Shake up for pairing scheme

All heritage ministers wax lyrical about arts sponsorship, and the latest incumbent, Virginia Bottomley, has been keen to express her admiration of this source of funding for the arts, which has grown from under £1m to over £200m a year in two decades.

But Bottomley has been forced to turn admiration into action. In the Budget she cut the government finance for the pairing scheme - the subsidised sprat to catch the corporate mackerel - from £25.5m to £20m for 1996-97, to the dismay of the Association for Business Sponsorship of the Arts, which runs the scheme.

This week Bottomley made amends. She has given the pairing scheme a radical shake up, which should encourage more business sponsors to commit themselves to helping arts companies for longer. The maximum award under the scheme is up from £25,000 to £275,000, and any new sponsor who commits for three years, or encourages access to the arts, can see its contribution doubled every year.

The aim is to stamp out short-termism: sponsors touting with arts companies. But perhaps the most significant change is the scrapping of limits on the number of sponsorships an arts company can submit to the pairing scheme.

It was to stamp *toe* a year, which meant that big players, like the Royal Academy, might turn down an approach from a small sponsor in the hope of attracting a bigger supporter and securing a larger grant under the pairing scheme. Now there is no limit to the number of awards an arts company can receive.

Next week sees the start of the most ambitious art exhibition in the UK this year, *Cézanne at the Tate*. Gallery. A record 22,000 tickets have already been sold and the merchandising spin-offs extend far beyond the vases, scarves, tea towels and CD ROMs in the Tate Gallery shop, to a "Cézannewich" on offer at the London branches of Pret a Manger and a specially bottled "Cuvée Cézanne" at the Tate wine.

AT & T goes in for philanthropic sponsoring: the link between new plays and new technology is obvious but the impulse is basically charitable, rare in these days of hard-headed marketing men.

For Guinness, backing pub-theatre puts audiences directly into contact with its product. Its "Ingenuity" Awards for London Pub Theatre attracted 42 entries with ideas for new productions. The judges were so impressed that they handed over seven £10,000 prizes instead of the anticipated five. Next year Guinness will make the competition nation-wide.

Sponsors are attempting to extend their support for classical music beyond the routine subsidising of concerts. Amadeus Hess, a long time supporter of Sinfonia 21, has commissioned a new work from Jonathan Harvey which the chamber orchestra will perform at St John's Smith Square on February 8. The commission, with extra rehearsal time, will cost it around £7,000.

Meanwhile Générale des Eaux has sponsored the CD by the London Mozart Players which was attached to this month's issue of BBC Music Magazine. It is quite a coup to get the magazine to accept non-BBC, or Prom, performances for its cover CD but the French utilities company put £15,000 towards the recording costs, and, apart from Mozart, the CD includes the first complete recording of Friedrich Witt's "Jena Symphonies".

Recital/John Allison

Lieder gets swamped

The baritone Thomas Quasthoff, already an established Lieder and oratorio singer on the continent, made his London debut on Wednesday in a packed Wigmore Hall. He sang Schubert, Strauss and Wolf, bringing an intensity to the poetry with the natural ease of a native German speaker; but, perhaps because he and his pianist, Charles Spencer, appeared to be two musicians each giving their own performances, this was not Lieder singing of the order one had anticipated.

Quasthoff's voice is not especially beautiful - the tone is a little grey and unvarying - but it has a soft-grained quality well suited to Lieder and a lower register of striking resonance. He projects it with a well-defined crispness that in forte passages takes on an almost scripted edge. What he does with the voice is more

interesting, as his opening series of Goethe settings proved, when he followed Schubert right into the pantheism of "Gangymed", the intellectual mysteries of "Grenzen der Menschheit" and the fierce majesty of "Prometheus".

The remaining Schubert songs were less consistent. Quasthoff caught the gloom of "Der Zwerg" and - in one of the evening's best performances - the desolation of "Der Wanderer". He also evoked the stillness of "Nacht und Träume" in long-spun lines and some of the impatience of "Der Musensohn". But he summoned up none of the chill that should send a shudder through the listener in "Erlkönig". Spencer's heavy-handed accompaniment here was little help, and his mannered rubatos in "Die Ferne" were a distracting intrusion; indeed, the erratic progress of the trout was of such

zoological curiosity that one forgot about the vocal line.

Hope that matters would improve after interval was immediately dispelled by Spencer's deliberate playing in "Zusammen". Of the other three Strauss songs, "Morgen" was a particular disappointment, with very slow tempo destroying the poem's confident longing. Three of Wolf's Märkte settings brought no respite: "Gebet" sounded like a dirge, and neither artist conveyed the pleading of "Der Genesene an die Hoffnung" or the comedy at the end of "Storchensbotschaft" where the music breaks into a quirky waltz. One looks forward to hearing Quasthoff again under better conditions - but still at the Wigmore Hall, which occupies an even more special place in London's musical life now that its programmes are the first to carry a notice banning mobile phones.

Try to locate Mike Gibbs' area of music and you find yourself in the "third stream": neither classical nor jazz. The man is as hard to pin down as his music. He grew up in pre-independence Zimbabwe, studied jazz at the Berklee School of Music, diverted into classical music at the Boston Conservatory and studied along-side Aaron Copland and Janis Kenakai at Tanglewood. Then he moved to England and became a key mover in the early jazz scene.

Since those early days,

he and his music have been pulled back and forth across the Atlantic by projects which variously incorporate rock, folk and symphonic work using jazz instrumentation and musicians. Gibbs' last recording, for example, had him conducting the Hanover Radio Philharmonic, plus jazz soloists, on a tour of European folk songs.

This outing, courtesy of the Arts Council's Contemporary Music Network, sees Gibbs in front of the UK's Creative Jazz Orchestra, performing his rearrangements of works by young British composer Mark Anthony Turnage and the late US modernist, Charles Ives. And they all suit one another.

In Ives, Gibbs finds a natural sympathy for music which incorporates perplexing mood swings and cradled references. At the South Bank on Wednesday the CJO tore into "Barn Dance" like a circus band - before breaking gently to a New Orleans slow drag which featured a ghostly clarinet calling from the middle distance. "Evening" a robust nocturne, surged darkly: the lower brass braying, Mike Walker's electric guitar solo heading into metal territory.

Turnage's work draws heavily on jazz influences, from the airy structures of Gil Evans to the fevered drama of Mingus. By stripping away the strings, inserting spaces for improvisation, but remaining more or less faithful to the charts, Gibbs has produced an exciting new take on Turnage's best known works. His orchestration of "Her Anxiety", with its bright brass textures and repeated motif, was supercharged with nervous energy.

In "Release" Gibbs used Turnage's stalking horn arrangement as a setting for keening soprano and alto sax improvisation. By contrast, "Sarabande" unfolded as a poignant duet between soprano (Andy Schofield) and piano (Nikkiiles), punctuated by each ping-pong a small bell.

Invigorating and full of surprises, Gibbs' taste and gift for bold arrangement shows that hard-to-classify music need not be hard to enjoy.

The theatre is all the rage

Jazz/Garry Booth

Mike Gibbs goes classical

FOR Guiness, backing pub-theatre puts audiences directly into contact with its product. Its "Ingenuity" Awards for London Pub Theatre attracted 42 entries with ideas for new productions. The judges were so impressed that they handed over seven £10,000 prizes instead of the anticipated five. Next year Guinness will make the competition nation-wide.

Sponsors are attempting to extend their support for classical music beyond the routine subsidising of concerts. Amadeus Hess, a long time supporter of Sinfonia 21, has commissioned a new work from Jonathan Harvey which the chamber orchestra will perform at St John's Smith Square on February 8. The commission, with extra rehearsal time, will cost it around £7,000.

Meanwhile Générale des Eaux has sponsored the CD by the London Mozart Players which was attached to this month's issue of BBC Music Magazine. It is quite a coup to get the magazine to accept non-BBC, or Prom, performances for its cover CD but the French utilities company put £15,000 towards the recording costs, and, apart from Mozart, the CD includes the first complete recording of Friedrich Witt's "Jena Symphonies".

to this modernist German designer of the 1920s and 1930s; from Feb 8 to May 7

LUXEMBOURG

CONCERT
Théâtre Municipal Tel: 352-470895
● Royal Philharmonic Orchestra: with conductor Dirk Jorres perform Gad's Overture Op. 1, R. Schumann's Symphony No. 2 and Brahms' Symphony No. 4; 8pm; Feb 4

MILAN

OPERA
Teatro alla Scala di Milano Tel: 33-145 61 53 00
● Orchestra des Concerts Lamoureux: with conductor Avi Osterweil and cellist Lili Claret perform R. Strauss' Don Quixote and excerpts from Wagner's operas Lohengrin and Siegfried; 5.45pm; Feb 4

MUNICH

CONCERT
Philharmonie im Gasteig Tel: 49-89-48098506
● Orchestre National du Capitole de Toulouse: with conductor Michel Plasson and viola-player Yuri Bashmet perform works by Berlioz, Mendelssohn and Brahms; 8pm; Feb 4

LOS ANGELES

EXHIBITION
MOCA at California Plaza Tel: 1-213-621-2768
● Franklin D. Israel: exhibition presenting the work of this Los Angeles architect. Israel has created an architecture itself within the museum that constitutes a framework for the presentation of

NEW YORK

EXHIBITION
MOMA - Museum of Modern Art, New York Tel: 1-212-708-9400
● Lily Reich - Designer and Architect: the first exhibition devoted

among sponsors this month. Mercury Communications has come to the rescue of the Donmar Warehouse, contributing £450,000 over three years, while AT & T is backing new plays, and Guinness has scored a hit with its cultivation of pub theatre.

The Donmar faced closure in March at the end of Carlton TV's three year, £215,000, backing. The theatre is too small it cannot survive on box office income alone. Mercury will, in effect, bridge the revenue gap. The good news for the Donmar is that this substantial support comes on top of a one-off £150,000 grant from the Arts Council - and a decision by Carlton to maintain contact, sponsoring a New Writing Season every March.

Best news of all is that financial security means that director Sam Mendes is likely to remain in post for the next three years. AT & T is an American company that backs the arts through a foundation, which was financed by the sale of its Broadway HQ. The company is in the process of splitting itself into three autonomous companies, but the foundation, worth \$25m, will be shared out among the offspring. Its major operation, set to continue, is New Stages, through which new plays are helped into production.

It is an international scheme but this year three British theatres have benefited, by a collective \$165,000. This has enabled the RSC to put on Naomi Wallace's *Slaughter City*; the National, David Lam's *The Ends of the Earth*; and the Almeida, Craig Haine's *Jessie*. AT & T goes in for philanthropic sponsoring: the link between new plays and new technology is obvious but the impulse is basically charitable, rare in these days of hard-headed marketing men.

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CONCERT
Salle Pleyel Tel: 33-145 61 53 00
● Orchestre des Concerts Lamoureux: with conductor Avi Osterweil and cellist Lili Claret perform R. Strauss' Don Quixote and excerpts from Wagner's operas Lohengrin and Siegfried; 5.45pm; Feb 4

VIENNA

CONCERT
Konzerthaus Tel: 43-1-712111
● Jean Guillou: the organist performs works by Liszt, Mussorgsky and Guillou; 11am; Feb 4

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EXHIBITION
National Gallery of Art Tel: 1-202-7374215
● The Art of Louis-Léopold Boilly: Modern Life in Napoleonic France; exhibition devoted to Louis-Léopold Boilly (1761-1845), the leading genre painter and one of the most prolific portraitists in France during the revolutionary and Napoleonic periods; from Feb 4 to April 28

COMMENT & ANALYSIS



Philip Stephens

Seductive words

Tony Blair's vision of constitutional reform is long on principle and short on detail. It is time he made a serious commitment to change

An overhaul of Britain's creaking constitution is the most radical promise of Tony Blair's Labour party. It is the route by which a Blair-led government might transform the condition of society and politics. It comes, seductively, without a public spending price tag. Yet constitutional reform is also the least prepared and, ultimately, the most dangerous of his projects. Its potential to capture the imagination of the electorate is matched only by its capacity to wreck the wider ambitions of its sponsor.

Mr Blair is less than modest in his claims for Labour's prospects. Listen to his words during his first conference speech as leader in October 1994. "We have to change the rules of government and we will. We are putting forward the biggest programme of change to democracy ever proposed by a political party." Then more recently: "We must reinvent government to reform Britain. Political renewal is an essential part of the economic and social renewal we all seek." Bold words.

The policy pledges too are there. Labour would establish a parliament in Scotland and an assembly in Wales. It would respond to genuine pressure for regional government in England and, as a starting point, re-establish a strategic authority for London. It would reinvigorate local government (though just how is rather vague). It would incorporate into British law the European Convention on Human Rights. It would rid the House of Lords of hereditary peers. It would promulgate a Freedom of Information Act. Finally, it would offer a referendum on the voting system for the House of Commons. Big promises.

But the words and the promises lack a certain conviction. For many in Mr Blair's party, constitutional reform is at best an afterthought, at worst a distraction from the important business

of wielding power. Thus far one senior colleague, the 160s and 170s, governments have founded in the attempt.

The forces for the status quo range across the political divide. Confronted with Mr Blair's promise to disperse power from the centre of government, Whitehall's mandarins respond with a nod, a wink and a quiet assurance that, once in No 10, Mr Blair would soon drop "all that nonsense". Granted access to the closed world of power, he would realise it was not to be shared with the "ignorant multitude" who so troubled the Victorian constitutionalist Walter Bagehot.

Such arrogance, of course, speaks eloquently to the case for radical change. There is no need to dwell at great length here on the long process which has systematically undermined the rights and influence of the citizen. Suffice to say that power is more centralised in Britain than in any comparable advanced democracy. Parliamentary sovereignty, deemed by Bagehot to be the "efficient secret" of the constitution, has been replaced by executive despotism. Save when the judges intervene to cut down Michael Howard, the checks and balances taken for granted in other democratic societies are entirely absent.

Local government has been robbed of purpose and money. Between a fifth and a quarter of all public spending has been placed in the hands of the political placemen and women who run the new Quango State. True to the democratic centralist principles of the old Soviet Union, the quangos deny the citizen even the most basic rights of information, accountability and redress. Whitehall and its agents always know best. This concentration of political power at the centre is as corrosive of good political decision-making as monopolistic commercial interests are of efficient markets. But the mandarins are right in the

judgment that the successful dispersal of power will require a commitment far beyond anything Mr Blair has yet offered. Each change to the constitution promises an exhausting battle at Westminster. Together they could consume most of the legislative timetable for the first two or three years of a Labour government. Each proposal also throws up nasty political choices.

Take devolution. Labour's Scottish MPs will be obliged to admit at some stage that a parliament in Edinburgh must win the consent of the English. The price is almost certain to be a reduction in the number of Scottish MPs at Westminster. But Mr Blair has not dared even to whisper that possibility. Turn to the House of Lords. Labour is pledged to remove the voting rights of hereditary peers. A sensible first step. But of itself, it would do little more than turn the second chamber into the most prestigious quango of them all.

The potential mood for change stretches well beyond the Hampstead intellectuals so disparaged by defenders of the status quo. Witness the unprecedented popular cynicism about the capacity of politics to respond to the preoccupations of the electorate. But after 300 years, the present constitution is easily wrapped in the beguiling romanticism of the Union flag. To be serious and successful Mr Blair must demonstrate an absolute, unbending commitment to the process of reform. He must pull together a series of piecemeal changes into a coherent vision for a more open and democratic society. Above all, he must demonstrate that behind the rhetoric lies a credible plan for implementation - one which will engage and win the consent of voters well beyond his own party. Mr Blair will return to the subject next week in a speech promoting political reform as pivotal to the creation of a "stakeholder society". Warm words will not do.

For many in Mr Blair's party, constitutional reform is at best an afterthought, at worst a distraction from the important business of wielding power

Don't forget.

FT-IT
Wednesday,
February 7.

The February issue of FT-IT will provide a comprehensive assessment of government users of IT and in particular the trend towards outsourcing. Other sections examine the latest developments in network computing and software at work.

As usual, it will be essential reading for everyone involved in IT, whether as user or supplier. If you'd like to obtain back issues of FT-IT, or receive details of our FT-IT subscription service ring +44 171 538 8288. And don't forget Wednesday, February 7: a date for your database.

Financial Times
World Business Newspaper



Essential to widen area of stability in Europe

From Mr Stephen Woodard

Sir, Martin Wolf's attempt ("No clarity of purpose", January 30) to undermine the argument that peace, prosperity and power are the main reasons to support the European Union is deeply flawed.

In the late 1920s the countries of western Europe were enjoying increasing economic prosperity and their new political institutions seemed to have weathered the crises of the early 1930s, just in

the wake of economic crisis exacerbated by a recourse to protectionist measures, these democracies fell and war ultimately ensued. Because we take peace in western Europe for granted it is too easy to

underestimate the contribution of the European Union. Its purpose is to ensure that redefinition can endure within a stable political and economic framework based on the rule of law that is able to withstand economic shocks. It is essential that this area of stability be added to the wider Europe of the post-cold war world rather than abolished.

The contribution of the European Union to its peoples' prosperity is enormous. Without the strength of its common institutions it would be easy to imagine its member states in international politics should not be dismissed. The idea that we in Europe can selfishly continue to expect the US to

pay for our security and look after our interests in the post-cold war era is at best foolish and at worst dangerous. We must share the burden within Nato more fairly.

Across Europe opinion polls show that the public understands and supports the overall concept of unity. The European Union is not perfect and needs reform. But it is folly to suggest that a return to division and anarchy is preferable to building a wider, democratic European Union.

Stephen Woodard,
national director,
European Movement
- United Kingdom,
13 Tufton Street,
London SW1P 5QB, UK

Regulation must allow competition

From Mr Tony Young

Sir, Emma Tucker is right to highlight the need for fair competition and effective regulation if the European telecommunications industry is to be liberalised ("Ping for a regulation standard", January 29). However, the British regulatory model cannot be seen as a paragon to be imitated slavishly in the other EU member states.

In recent weeks BT's share price has been as low as 34p compared to the 40p at which the government sold its remaining shares in 1993. Mercury and its owner, Cable and Wireless, are both undergoing a strategic crisis; and all three UK-listed cable operators are trading well below their issue price.

European regulations need to prevent the abuse of monopoly power, but BT is no longer a monopoly. Unless it is allowed to achieve a reasonable level of profitability, there will be little room in the market for competitors and a reluctance to invest in a high-risk marketplace.

Tony Young,
joint general secretary,
Communication Workers
Union,
Gresley House,
150 Brunswick Road,
London W5 1AU, UK

Extraordinarily indulgent German groom

From Mr Peter D. Higgins

Sir, While the charming fairy tale about the German groom and French bride related by David Marsh (Letters, January 30) is amusing, it is fair neither to the German government nor the Bundesbank, both of which

have been extraordinarily indulgent about impediments to marriage.

In particular, they know that the would-be bride is not the German government but the Bundesbank, both of which

worry about the restraints which will be thrown off as the sound of wedding bells fades away.

Peter D. Higgins,
82 rue des Sablons,
75750 Marais-Mary, France

Bickering over car ad is not an answer

From Mr Cline J. Antioch

Sir, I'm writing about the European manufacturer cited in your report "Ford infuriates rivals with Japanese bid" (January 31) as having missed the joke.

He's missed more than the joke. People in Japan shy away from this sort of unseemly public bickering, which means our spokesman friend has done

his employer a further disservice. There's another assumption that must be corrected... Ford was in Japan many years before European car companies ventured into this market. As a matter of fact, many early Japanese cars were modelled on Ford products.

What is possibly just another example of Euro-sour grapes

Social democracy still cornerstone in Europe

From Mr Christopher Haskins

Sir, No doubt if Joe Rogaly had been around in 1799 he would have been grumbling that Adam Smith had all the big ideas, and in 1945 would have considered William Beveridge a boring old buffer. I might have agreed with him.

But he is too cune and cynical to believe in the virtue of intellectual magic powders, whether from the left or the right ("Right still calls the tune", January 27/28). It seems to me that social democracy and the concept of the welfare

state is still the cornerstone of all the European democracies, including the UK. The right, under Mrs Thatcher, tried to reverse this process, but on the really serious issues, like privatising the National Health Service, they had to back off. Despite the Conservatives' best endeavours, the state has continued to increase its tax revenues as a percentage of gross domestic product.

Although social democracy and the welfare state need to be reformed and modernised, they remain the big idea in

town - a bit old-fashioned and dreary, but largely intact. It is the giddy intellectual right, seeking to reverse the tide of history which is in trouble.

For rightwing excitement there is always Newt Gingrich, the born-again, and the social violence of the US - all a bit too much for most Europeans.

Christopher Haskins,
chairman,
Northern Foods,
Beverley House,
St Stephen's Square,
Hull, E Yorkshire, UK

Europa • Thomas Mayer

The key to lasting recovery

Structural reforms are necessary to ensure prolonged economic growth in Germany

The severe weakening of German economic activity towards the end of last year has finally triggered a policy response. The government has announced a programme to reverse the decline in business confidence by promising remedies for the most severe structural deficiencies hampering growth.

The Bundesbank seems to have been enlisted to back the government's efforts on the supply side by lowering official interest rates over time and working towards a depreciation of the D-Mark. Taken together, these measures may lay the ground for a recovery of business confidence and economic activity later this year.

However, the durability of the recovery will depend on successful implementation of the structural reforms. Should the government yield to political opposition, the likely upswing would be short-lived.

At the beginning of last year, the economy was hit by two unexpected shocks: wage growth accelerated sharply and the D-Mark jumped against the currencies of many of Germany's key trading partners.

The wage shock signalled that the dynamics of labour cost increases were unaltered, destroying the hope for lasting wage moderation by German unions created during the 1994 wage round. At the same time, the exchange rate appreciation signalled that rising costs could not be passed on to prices. The result was a collapse of profit expectations and business confidence in 1995, a drop of private investment in the third quarter, and a decline in economic activity towards the end of the year. The rising risk of the structural crisis dragging gross domestic product down in 1996 - which

would make it virtually impossible to commence European monetary union in 1999 - has finally forced policymakers into action after a long period of procrastination. They now seem to be following a three-pronged strategy - structural reforms, lower interest rates and exchange rate devaluation.

The government's programme for growth and employment - set out on Tuesday - addresses the business community's main concerns: high non-wage labour costs, high taxes and complex regulations.

Specifically, the government intends to continue the process of business tax reform and reduction in 1997 by eliminating taxes on the shock of capital and wealth, and by reducing other business taxes and the solidarity surcharge which finances reunification costs.

The 1997 tax changes are to be followed by a more comprehensive income tax reform after 1998, envisaged to combine a general reduction in tax rates with a cutback in tax deductions. Moreover, the government intends to facilitate the creation of new venture capital funds and to increase those funds now administered by Kreditanstalt für Wiederaufbau, a public-sector bank. It also intends to provide incentives for the creation of new enterprises, for instance by exempting them from taxation for the first three years.

Social security spending is to be contained through a cut in

early retirements, continuation of healthcare reform and a cut in unemployment benefits. For instance, unemployment compensation for more than a year is to be paid only to people aged 45 or older. The aim is to reduce social security contributions to less than 40 per cent of gross wages by 2000, and thus decrease non-wage labour costs. The government also intends to promote fixed-term contract employment and employment in private homes through greater flexibility of labour contracts and by granting tax incentives.

The government also wants to go ahead with further privatisation of businesses in which it has a stake, for example, Lufthansa, Telekom and airports. The remaining eastern German companies held by the successor of the Treuhänder, the privatisation agency, are to be sold by the end of this year. Finally, the number of federal civil servants is to be reduced to the level before unification; and before the public sector offers any new service it will be scrutinised to see if it can be offered privately.

The measures, if successful, will contain production costs and strengthen growth in the medium term. However, to boost business confidence in the near term, additional measures are needed. Since the package was announced, the Bundesbank has cut the securities repurchase rate which guides short-term money mar-

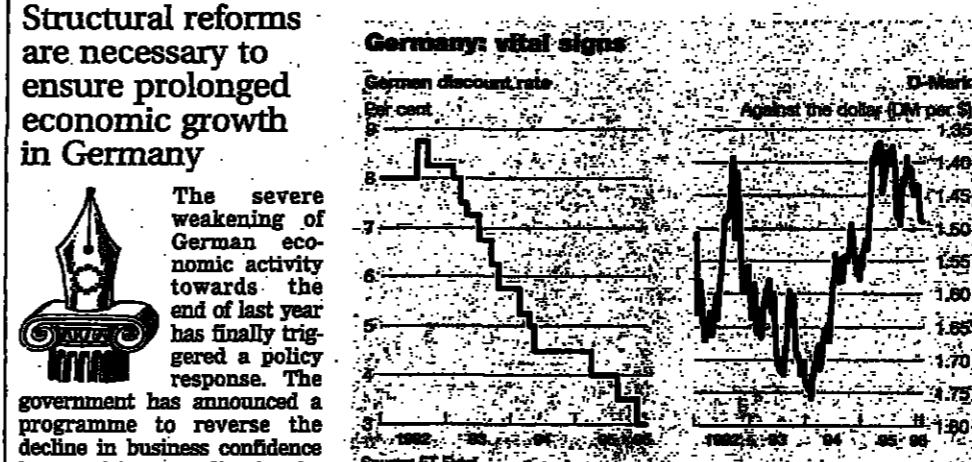
ket rates, raising hopes for another cut in the discount and Lombard rates. In addition, Bundesbank officials believe the D-Mark is fundamentally overvalued especially against the US dollar and Italian lira. A consensus seems to have emerged between the government and central banks of the US and Germany in favour of a stronger dollar.

There is a good chance that the German authorities' strategy will succeed. A recovery of business confidence in the first quarter of this year could lay the ground for a pick-up of investment and GDP growth from the second quarter.

If all goes well, the economy could register 1.5 per cent real GDP growth in 1996 and move towards 2 per cent in 1997. This would probably be sufficient to limit further increase in the budget deficit in 1996, and to allow a reduction of the deficit towards the limit of 3 per cent of GDP set in Maastricht for 1997. But the key to lasting recovery is successful implementation of the structural reforms. Without comprehensive supply-side measures, monetary policy stimulus and exchange rate depreciation would simply induce a short-lived bounce of activity, followed by higher inflation.

The biggest political hurdle is probably the resistance of the federal states in the Bundestag, the upper house of parliament, to the 1997 tax cuts, which will lose them revenue of DM16bn. The federal government may have to find ways to compensate the states for these losses, possibly through an increase in the rate of value added tax in 1997 - although the government denies it has any such plans. The coming months will show whether the government is serious about reform, or whether it will yield to opposition from the politicians of all parties who support big government, as it unfortunately has often done before.

The author is senior economist at Goldman Sachs' Frankfurt office, and a former economist at the International Monetary Fund



Univer

COMMENT & ANALYSIS

FINANCIAL TIMES

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Friday February 2 1996

Propping up Iberia – again

The best political compromise which could be struck, or an evasion of the European Union's ban on state subsidy? The European Commission's decision to allow the Spanish government to prop up the struggling national airline Iberia is both.

The conflicting pressures on Mr Neil Kinnock, transport commissioner, were great. On one side, Iberia needed fresh capital urgently to avoid bankruptcy. It had already received Pta120bn in 1992 on condition that it asked for no more support before the end of 1996. But losses on South American investments led it last year to ask for another Pta120bn.

EU legislation bars state aids except in a few, carefully defined circumstances. However, many of the 15 member states have fragile national airlines – Greece, Ireland, Belgium, Italy, France – and might oppose a tough interpretation of that principle. In the past, the unwritten rule has been that national airlines will be shielded from going bust.

The compromise Mr Kinnock reached, broached first in December, was that Spain could inject Pta67bn, (245m), and a further Pta20bn next year if Iberia appears commercially viable. The airline which aims to break even this year, must sell its South American investments and adhere strictly to a recovery plan, which includes cutting 3,500 jobs.

As a compromise struck in difficult circumstances, this is respect-

able. The move appears to mark a hardening of the Commission's stance since it allowed even more French state money, with fewer strings attached, to prop up Air France.

But that should not obscure the ruling's dubious basis. Mr Kinnock has said that Spain's rescue package does not count as state aid in the usual sense because it is covered by the "market investor principle". That clause permits state aid if the Commission believes that private investors might have acted in the same way.

In Iberia's case, this is doubtful. As Mr Juan Manuel Eguilagay, Spain's industry minister, said in December: "There had been a group of private investors, we would not have spent a year negotiating with the European Commission". Nor is it likely that any would emerge at this point, given the cost and controversy of the necessary redundancies. Moreover, even if Iberia returns to profit, it may still not earn a commercial return on its assets.

For those reasons, UK ministers are right to protest at the deal. The extreme flexibility of the state aids rules matters – and the issues will recur. Mr Kinnock may have had no choice but to accept the Iberia settlement. But he must now work out how to tighten the rules further before the next case comes up. Unless he does, so, Europe's airlines will have no reason to cure their addiction to subsidies.

The mechanic

The Italian political conundrum becomes ever more confused. President Oscar Luigi Scalfaro's decision yesterday to name another non-elected technocrat, Mr Antonio Maccanico, to form a new government confirms the paucity of political alternatives, and the stalemate amongst elected representatives.

Mr Maccanico follows in the footsteps of Messrs Craxi and Dini as the third technocrat to attempt the task of bringing coherence and discipline to Rome's government in just four years. Given the lack of consensus both within and between the loose coalitions of centre left and centre right, it is a daunting task.

The prime minister-designate comes with the reputation of the ultimate political fixer, a maverick from the ranks of senior government servants, with a long record of successful backroom negotiations. As head of the prime minister's office in the Craxi government, and before that twice head of the presidential office, he has proven experience of political deal-making and co-ordinating policy.

As a former chairman of Mediobanca, Milan's most powerful merchant bank, he also brings to his job credibility in the business community. He will need all those skills in his new task.

His challenge is simultaneously to perform two functions. He must run a government committed to a tough political and economic agenda, including strict control of public spending (yet more cuts are urgently needed), enacting anti-trust laws, and pressing ahead with privatisation. He also needs to draft a new constitution to bring stability to Italy's political chaos. All this must be done while chairing the European Union and keeping the ship of state steady through the country's never-ending corruption scandals.

Mr Maccanico's greatest disadvantage is that he lacks electoral legitimacy. But the elected politicians can offer nothing better. Each alternative administration was blocked by one or other faction: there was a consensus neither for a broad coalition, nor for early elections.

His advantage is that he has been closely involved in planning for constitutional reform, which will be the most important task for the new administration. A vague consensus appears to have formed around what is described as a French presidential system for the country, adapted to Italian conditions. That sounds like a dangerous fudge: neither a strong presidential system, nor a strong parliamentary one. The worry is that the constitution will become just another political football between the splintered parties.

Inevitably, the new prime minister is already nicknamed Il Macca – the mechanic – for his skills of political fixing. But what Italy needs above all is clear guidance and a steady hand. He will need to be more than just a fixer.

The demographic problem is common to all mature economies, but is most acute in Japan. Declining

birth rates and increasing longevity mean that by 2020 the proportion of the population over the age of 65 will rise from the current 14 per cent to 26 per cent.

According to research by Goldman Sachs in Tokyo, pensioners now in their mid-60s will receive full pension benefits of Y56.8m over the rest of their lifetime, four times the value of the contributions made in their working life. Those in their mid-20s will pay Y46.6m for benefits of just Y42.2m. Those yet to start work will actually pay more in contributions than they get in pension.

One company that starkly illustrates the problem is the former Japan Railways, the national rail network broken up and privatised five years ago, with a pension fund that straddles the public and private sectors. Thirty years ago, 400,000 railway employees supported 160,000 pensioners. Now the tables are dramatically turned. About 200,000 employees must now pay for the pensions of 450,000 retired workers. Payments by employees have risen from below 6 per cent of earnings in the 1960s to 9.9 per cent today, and employer contributions have climbed at the same rate.

After five years of sluggish growth in pay, the weight seems much heavier. "When the economy was strong, the prospect of higher pension costs did not seem so worrying, but if growth remains as weak as it is, the burden will become intolerable," says Mr Shigenobu Noguchi, of the JR Employees Mutual Aid Secretariat.

Japan's authorities have long been aware of the destructive potential of the demographic timebomb.

To meet the extra costs they have steadily increased contributions paid by companies and workers into the earnings-related public sector funds.

The combined employee/employer contribution is set to rise by 2.5 percentage points every five

years until 2025, when it will be 29 per cent of earnings. The retirement age is also being raised gradually.

The authorities believe these measures should suffice. But that is only because they make some heroic assumptions about economic performance in the next few years.

The actuarial analysis assumes nominal gross domestic product growth of 5 per cent per year, inflation of 2 per cent, 4 per cent annual salary increases and 5.5 per cent investment yields.

All the assumptions look optimistic, but none more so than the last.

That unreasonable optimism points up the second fundamental problem for the pensions industry – chronically low investment returns.

Tokyo's taxi-drivers are testament to this singular aspect of the crisis.

Their nest eggs are at risk because investment yields on assets in the Tokyo Taxi Companies Employees' Pension Fund have declined sharply over the last five years. In the late 1980s, with a rapidly rising stock market, the fund's managers did not have to work too hard to ensure a reasonable return, and it reached 9 per cent annually by the end of the decade. But by 1994, the yield had dropped to less than 1 per cent.

Together the various funds have a current value of more than Y190,000bn, three-quarters of it within the state schemes. The problem they all face is that they are now caught in a tightening vice between demographic change, which is diminishing contributions and increasing payouts, and weak investment returns, which are eroding the funds' capacity to meet liabilities.

The demographic problem is common to all mature economies, but is most acute in Japan. Declining

birth rates and increasing longevity mean that by 2020 the proportion of the population over the age of 65 will rise from the current 14 per cent to 26 per cent.

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Tokyo's taxi-drivers are testamen-

Friday February 2 1996

Communists order removal of foreign brand advertising Vietnam sees signs of 'social evil'

By Jeremy Grant in Hanoi

Vietnamese police yesterday dismantled billboards and painted over advertisements for Sony, Kodak and other foreign goods as the government intensified a campaign against "social evils and cultural poisons".

The owners of a Hanoi convenience store stocking British breakfast cereals and French wine said they had strung a black banner over a "Euro Foods" sign. Other retailers were also prompted to cover or remove signs for imported goods.

The campaign comes ahead of a congress of the Vietnamese Communist party, which has yet to reconcile the benefits of foreign investment with the "evil" influence of foreign culture, included in what Hanoi calls

"social evils" are prostitution, gambling, karaoke and advertising signs with prominent foreign brand names.

Rules passed late last year to enhance the "Vietnamese characteristics" of advertising make clear that English names on billboards must be smaller than Vietnamese lettering.

Billboards are also supposed to display the full name of the company in Vietnamese even though many imported goods are sold by joint ventures with long and complicated names. In northern Vietnam, Coca-Cola is bottled by the Coca-Cola Ngoc Hoi Soft Drinks Co Ltd.

"This is not an anti-foreign campaign," Mr Tran Hoan, the minister of culture, insisted yesterday. "You could see an Australian film last night on television

and a foreign ballet group tonight. But we have to fight against immoral things that may cause negative influences."

One poster stuck to the back of a lorry in central Hanoi said: "Protection against poisonous cultural items is the duty of all society." However, Vietnamese officials often have trouble defining negative influences, a fact acknowledged by an article in the official Vietnam News this week.

"What is unclear to the sceptics is what exactly constitutes, in the eyes of the ministry of culture and information, culturally harmful pirated versions and illegally imported videos," the Vietnam News conceded.

Recent weeks have also seen the mass destruction of videos and the closure of video shops and karaoke parlours, ahead of the official launch of the campaign which has already started to deprive hundreds of small businesses of income.

The Communist party congress, likely to be held in June, is expected to review the economic reforms known as *doi moi*.

Nine years of reform have improved economic conditions, but - as in China - they have provoked conflict within the party over ideological purity and the protection of national identity. One focus of debate is expected to be the role of foreign investment in the country's development.

Some diplomats say the anti-western posturing by top Communist officials is a crude form of electioneering ahead of the congress, at which leadership posts are likely to be contested.

Russia agrees summit with Ukraine

By Matthew Kaminski in Kiev and Bruce Clark in London

Russia and Ukraine yesterday sought to paper over the deep divisions in their relationship, at top-level talks between Mr Yevgeny Primakov, Moscow's new foreign minister, and Mr Leonid Kuchma, Ukrainian president.

In an apparent gesture of goodwill to Kiev, Mr Primakov confirmed the sacking of Admiral Edward Balts, the hard-line Russian nationalist commander of the Black Sea fleet.

At the same time, he announced that a long-postponed summit between Mr Kuchma and Mr Boris Yeltsin, the Russian leader, would be held on April 4, subject to final agreement on the division of the ageing 300-ship Black Sea fleet.

However, the two sides failed

to bridge the gap between them on some fundamental issues, including the enlargement of the Nato alliance, and the closer integration of Ukraine into the Russian-dominated Commonwealth of Independent States.

The sacking of Admiral Balts had been heralded two weeks ago by Mr Kuchma, but fiercely resisted by Russian nationalists in Moscow. Its confirmation is seen as a move to clear the way for the planned summit.

That meeting has been put off at least five times since late 1994, mostly because of disagreement over the Black Sea fleet, which is based at Sevastopol in Crimea.

Mr Primakov said he had been mandated by Mr Yeltsin to seek closer ties with the other ex-Soviet republics.

"My instructions are to give priority to relations with the Commonwealth of Independent States," he said after his talks with the Ukrainian government which has resisted Russian proposals for closer integration of the CIS.

The Russian minister also pledged that a long-awaited Russian-Ukrainian friendship treaty would be signed at the April meeting, but he admitted that little progress had been made towards solving some bilateral issues.

He stressed that he recognised Ukraine's independence, but

deplored the fact that some of its representatives had opposed Russia's admission to the Council of Europe last month. Mr Primakov said the proposed enlargement of Nato threatened Russian interests while his Ukrainian counterpart, Mr Leonid Udoienko, said Ukraine would not oppose an "evolutionary expansion".

Observers in Kiev said Ukraine was torn between nervousness over Moscow's recent hardline policy signals, and its hope that Mr Yeltsin, rather than his communist or nationalist rivals, wins the June presidential elections.

Cameless visit raises Russia's hopes of loan, Page 2

Index decline points to weakness

Continued from Page 1

interest rates by a quarter point to 5.25 per cent. It was the third cut since the Fed began to ease monetary policy last July. Many economists say short-term rates could fall as low as 4.5 per cent by this summer.

The purchasing index - which usually provides an accurate guide to the economy's cyclical health - had weakened steadily since late 1994 when it stood at 59 per cent. It fell to 52 per cent last spring and 46 per cent by the end of last year. Most economists expected the index to remain stable at about 46 per cent last month.

The most recent downward lurch reflects a sharp decline in the index of new orders to 41.6 per cent, the lowest level since February 1991. Export orders - previously a source of strength for US manufacturers - also dropped sharply, indicating weak economies overseas.

Seychelles condemned over 'money launderers' charter'

By George Graham,
Banking Correspondent

International law enforcement officials yesterday publicly denounced the Seychelles government for a new law which they describe as a money launderers' charter.

The Financial Action Task Force, which includes officials from 24 nations, as well as the European Commission, said the new rules, supposedly intended to foster investment, pose a serious threat to the integrity of the world's financial systems.

Under the new Seychelles Economic Development Act introduced last November, investors pumping at least \$10m into the Indian Ocean islands may obtain immunity from prosecution for all criminal offences.

They are also offered protection against seizure of their assets, unless they have committed acts of violence or drug trafficking in the Seychelles. They

may even get Seychelles diplomatic passports.

Mr Ronald Noble, undersecretary for enforcement at the US Treasury and president of the taskforce, said the law allowed drug traffickers and other criminals to enjoy their spoils "secure in the knowledge that the Seychelles authorities will protect them."

"The clear design of the Seychelles law is to attract capital by permitting international criminal enterprises to shelter both themselves and their illicitly-gained wealth from pursuit by legal authorities," Mr Noble said.

Although the island remains a popular destination, tourism receipts have been hurt by an overall downward trend.

The economy is expected to grow by only 0.5 per cent this year. Foreign exchange is scarce - especially after the closure of a US space tracking station, which was the Seychelles' third biggest source of hard currency.

Europe today

Conditions in western parts of the continent will change as a disturbance moves north. Cloud will increase and southern parts of the Benelux and most of Germany will have patches of snow. Northern France will have some rain, with heavier falls in the south-east. Cloud will increase in Italy and rain will arrive. The Alpine countries will have rain which will fall as snow on higher ground. Showers will linger over Spain and Portugal. There will be plenty of sun in a zone from Hungary to western Turkey. Cloud will increase along the Adriatic coast and in Greece but sunny periods will prevail. Russia will be mostly cloudy with light snow.

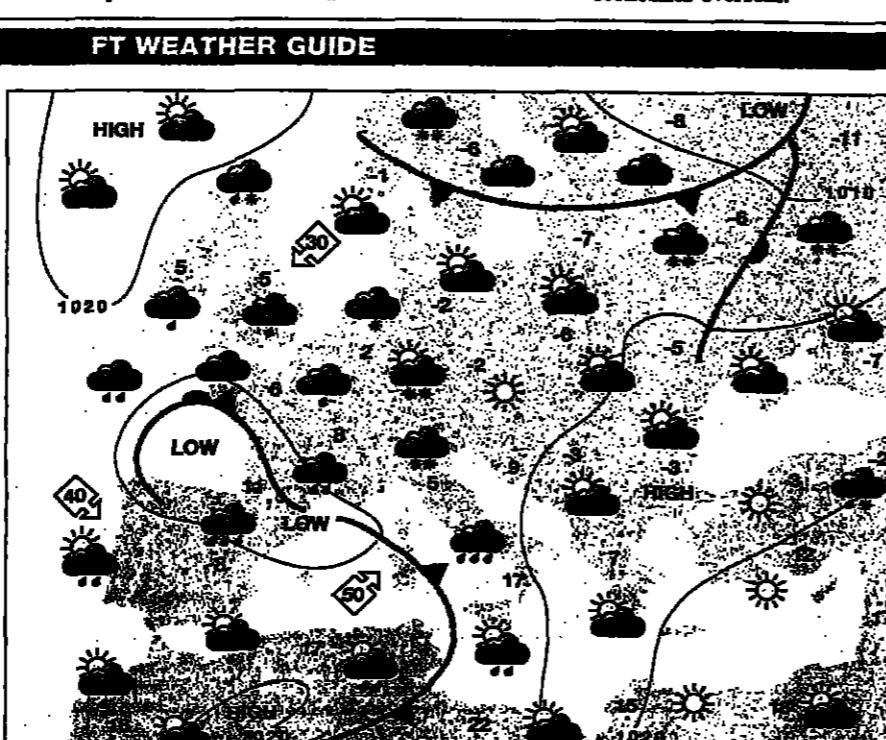
Five-day forecast
The Benelux and Germany will remain rather cold with occasional snow during the weekend. It will turn dry and cloud will decrease. The UK will be rather cloudy with intermittent rain in some areas. After the weekend, more cloud and rain will arrive from the west. Higher elevations of the Alps will have more snow. Italy and the Balkans will remain unsettled.

TODAY'S TEMPERATURES

	Maximum	Beijing	Belfast	sun	shower	sun	23	Conce	Frankfurt	cloudy	rain	Mach	showe	rain	Pangon	Reykjavik	cloudy	sun	34
Abu Dhabi	sun 22	Belgrade	sun	0	Cassablanca	sun	15	Geneva	rain	6	Malta	rain	17	Fl	sun	30			
Accra	fair	Berlin	fair	14	Chicago	fair	-15	Gibraltar	shower	16	Manchester	drizz	2	Hong	cloudy	14			
Algiers	fair	Bern	fair	17	Cologne	sun	15	Hamburg	fair	3	Madrid	drizz	1	Ibiza	sun	12			
Amsterdam	fair	Bogota	fair	17	Dallas	snow	15	Helsinki	fair	5	Melbourne	cloudy	22	Stock	sun	10			
Athens	cloudy	Brussels	fair	10	Dubai	fair	15	Hong Kong	sun	20	Miami	fair	28	Singap	rain	28			
Atlanta	cloudy	Budapest	cloudy	8	Dubai	fair	22	Honolulu	fair	27	Milan	fair	4	Stockholm	cloudy	14			
B. Aires	cloudy	Brussels	sun	23	Dubai	sun	23	Istanbul	sun	4	Montreal	snow	-15	Sydney	fair	31			
B. Ham	cloudy	Brussels	fair	1	Dubai	shower	3	Jakarta	sun	50	Moscow	fair	2	Toronto	shower	18			
Bangkok	fair	C. Hagen	snow	4	Dubrovnik	fair	12	Kuala Lumpur	cloudy	3	Nairobi	fair	2	Toronto	fair	5			
Barcelona	rain	C. Hagen	cloudy	15	Edinburgh	drizz	3	Khartoum	sun	28	Tokyo	fair	13	Vancouver	sun	3			
				25			17	Nassau	shower	20	Naples	fair	13	Venice	cloudy	6			
							28	New York	rain	28	Paris	fair	13	Vienna	fair	1			
							28	Nicaragua	sun	28	Perth	cloudy	7	Washington	sun	1			
							28	Prague	fair	7	Wellington	shower	21	Winnipeg	sun	1			
							28	Prague	fair	7	Zurich	fair	32						

No global airline has a younger fleet.

Lufthansa



THE LEX COLUMN

Italy's Mr Fix-it

Mr Antonio Maccanico, Italy's 55th

post-war prime minister, will need to live up to his nickname, "the mechnie", if he is to complete the political reforms promised by his proposed government. Renowned as a political Mr Fix-it and with the advantage of neutrality, Mr Maccanico looks an astute choice. Mr Lamberto Dini, his predecessor, was a banker who achieved a programme of financial reforms. With the focus now on revising the constitution and the electoral system, it became necessary to call in someone with a political background.

The market's buoyant response to Mr Maccanico's appointment is not surprising. Given a slowing economy, and a spate of cuts elsewhere in Europe, there has been ample scope for the Bank of Italy to ease monetary conditions, but this was difficult without a more stable government.

Interest rate cuts would boost a recovery in Italy's stock market, which has

FT-SE Eurotrack 200: 1670.6 (+8.5)

FT-SE Eurotrack 100: 1010.4 (+10.4)

FT-SE Eurotrack 50: 500.4 (+1.2)

FT-SE Eurotrack 10: 100.4 (+0.4)

FT-SE Eurotrack 5: 50.4 (+0.2)

FT-SE Eurotrack 2: 20.4 (+0.1)

FT-SE Eurotrack 1: 10.4 (+0.1)

FT-SE Eurotrack 0.5: 5.4 (+0.1)

FT-SE Eurotrack 0.25: 2.5 (+0.1)

FT-SE Eurotrack 0.125: 1.25 (+0.1)

FT-SE Eurotrack 0.0625: 0.625 (+0.1)

FT-SE Eurotrack 0.03125: 0.3125 (+0.1)

FT-SE Eurotrack 0.015625: 0.15625 (+0.1)

FT-SE Eurotrack 0.0078125: 0.078125 (+0.1)

FT-SE Eurotrack 0.00390625: 0.0390625 (+0.1)

FT-SE Eurotrack 0.001953125: 0.01953125 (+0.1)

FT-SE Eurotrack 0.0009765625: 0.009765625 (+0.1)

FT-SE Eurotrack 0.00048828125: 0.0048828125 (+0.1)

FT-SE Eurotrack